

**BUSINESS PLAN: CAFE AT AMPHOR PAKCHONG, NAKHON  
RATCHASIMA**



**KUNYARAT KITBUMRUNG**

**A THEMATIC PAPER SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF MANAGEMENT  
COLLEGE OF MANAGEMENT  
MAHIDOL UNIVERSITY  
2023**

**COPYRIGHT OF MAHIDOL UNIVERSITY**

Thematic paper  
entitled  
**BUSINESS PLAN: CAFE AT AMPHOR PAKCHONG, NAKHON  
RATCHASIMA**

was submitted to the College of Management, Mahidol University  
for the degree of Master of Management

on  
August 27, 2023



*Kunyat K.*

Miss Kunyarat Kitbumrung  
Candidate

*Nathasit Gerd Sri*

Assoc. Prof. Nathasit Gerd Sri,  
Ph.D.  
Advisor

*Winai W.*

Assoc. Prof. Winai Wongsurawat,  
Ph.D.  
Chairperson

*Vichita Ratham*

Assoc. Prof. Vichita Ratham,  
Ph.D.  
Dean  
College of Management  
Mahidol University

*Wanwiphang Manachotphong*

Asst. Prof. Wanwiphang Manachotphong,  
Ph.D.  
Committee member

## ACKNOWLEDGEMENTS

I want to extend my appreciation to my advisor, Assoc. Prof. Dr. Nathasit Gerdri, whose guidance shaped this research and provided constructive feedback. His expertise and unwavering support shaped the direction of this study and played a vital role in developing this successful business plan. His thoughtful discussions and patient mentoring were instrumental in overcoming challenges and refining the finer aspects of the research. It was only possible with his assistance.

Moreover, I would like to thank the respondents who generously shared their time and valuable insights, contributing to the depth of the research. This collective effort, and diverse perspectives, are a testament to the commitment to exceptional coffee, delectable food, and a welcoming environment.

Lastly, thank my family's support and the shared passion that fueled my journey. Your continuous help, strong interest, and ongoing motivation have been essential to my research. Additionally, thank you to my business partner, whose guidance shaped our cafe's vision, your trust in what we can do, and your commitment gave us the foundation to embark on this business.

Kunyarat Kitbumrung

**BUSINESS PLAN: CAFE AT AMPHOR PAKCHONG, NAKHON RATCHASIMA**

KUNYARAT KITBUMRUNG 6449159

M.M. ( ENTREPRENEURSHIP MANAGEMENT)

THEMATIC PAPER ADVISORS: ASSOC. PROF. NATHASIT GERDSRI, Ph.D., ASSOC. PROF. WINAI WONGSURAWAT, Ph.D., ASSIST. PROF. WANWIPHANG MANACHOTPHONG, Ph.D.

**ABSTRACT**

The global coffee industry's growth and Thailand's evolving coffee consumption patterns underline the potential for innovative cafe businesses. Our research focuses on establishing a cafe in Amphor Pakchong, leveraging our family's food and beverage expertise. Situated strategically, the cafe aims to cater to residents and tourists drawn to the area's attractions. The cafe's core concept is providing a serene escape through a "Nostalgia Vacation" design.

This research introduces a strategy for creating a successful cafe business plan by creating the Business Model Canvas (BMC) framework to virtualize the strategic depth of conventional business plans that can yield collaborative advantage. The critical success factors for the cafe business model are the value proposition of cafes, which includes high-quality food and beverages, warm and inviting service, and an atmosphere that feels like a home away from home. It also highlights the importance of a strategic location, the quality of food and beverages, and well-designed environment to enhance customer satisfaction. Effective inventory management, robust marketing, well financial practices, and continuous improvement are critical for successful cafe management.

In summary, this research is a fundamental reference for prospective cafe entrepreneurs furnishing pragmatic judgment that combine the artistic refinement in the Business Model Canvas with the Systematic precision characterizing established business planning practices.

**KEY WORDS:** Cafe/ Business Plan/ Business Model Canvas

## CONTENTS

	<b>Page</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>ABSTRACT</b>	<b>iii</b>
<b>LIST OF TABLES</b>	<b>vi</b>
<b>LIST OF FIGURES</b>	<b>vii</b>
<b>CHAPTER I INTRODUCTION</b>	<b>1</b>
1.1 Coffee Industry	1
1.2 Cafe Details and Conceptual Design	2
1.3 Research Objectives	6
<b>CHAPTER II LITERATURE REVIEW &amp; THEORETICAL FRAMEWORK</b>	<b>7</b>
2.1 Introduction	7
2.2 Business Plan	7
2.2.1 The Successful Business Plan	8
2.2.2 Types of Business Plan	8
2.2.3 Business Planning Process	8
2.2.4 Business Planning Elements	8
2.3 Business Model Canvas	10
<b>CHAPTER III RESEARCH METHODOLOGY</b>	<b>13</b>
3.1 Research Design	13
3.2 Data Collection Methods	13
3.2.1 Semi-Structured Interview	13
3.2.2 Observation	14
3.3 Population	14
3.4 Interview Questions	15
3.4.1 Interview Questions for Cafe Owners	15
3.4.2 Interview Questions for Cafe Employees	16
3.4.3 Interview Questions for Cafe Customers	16
<b>CHAPTER IV DATA ANALYSIS</b>	<b>18</b>

## **CONTENTS (cont.)**

	<b>Page</b>
4.1 Findings From the Interviews	18
4.1.1 Cafe Owners	18
4.1.2 Cafes Employees	26
4.1.3 Customers	28
4.2 Findings From Observations	32
<b>CHAPTER V CONCLUSION AND RECOMMENDATIONS</b>	<b>34</b>
5.1 Summary of Research Results	34
5.2 Recommendations	36
5.3 Limitations	37
5.4 Future Research	38
<b>REFERENCES</b>	<b>39</b>
<b>APPENDICES</b>	<b>41</b>
APPENDIX A: Interview Transcript - Cafe Owner 1	41
APPENDIX B: Interview Transcript - Cafe Owner 2	44
APPENDIX C: Interview Transcript - Cafe Owner 3	47
APPENDIX D: Interview Transcript - Cafe Employee 1	50
APPENDIX E: Interview Transcript - Cafe Employee 2	52
APPENDIX F: Interview Transcript - Cafe Customer 1	55
APPENDIX G: Interview Transcript - Cafe Customer 2	58
APPENDIX H: Interview Transcript - Cafe Customer 3	60
APPENDIX I: Interview Transcript - Cafe Customer 4	63
APPENDIX J: Interview Transcript - Cafe Customer 5	65
<b>BIOGRAPHY</b>	<b>68</b>

## LIST OF TABLES

<b>Table</b>		<b>Page</b>
4.1	Analysis and Interpretation of Customer Segments	18
4.2	Analysis and Interpretation of Value Proposition	19
4.3	Analysis and Interpretation of Channels	20
4.4	Analysis and Interpretation Customer Relationships	21
4.5	Analysis and Interpretation of Revenue Streams	21
4.6	Analysis and Interpretation of Cost Structure	23
4.7	Analysis and Interpretation of Owners' Suggestions	24
4.8	Analysis and Interpretation of Job Satisfaction	26
4.9	Analysis and Interpretation of Operational Aspects	27
4.10	Analysis and Interpretation of Suggestions	27
4.11	Analysis and Interpretation of Quality and Taste	28
4.12	Analysis and Interpretation of Parking Options and Overly Packed Issue	29
4.13	Analysis and Interpretation of Staff Proficiencies	30

## LIST OF FIGURES

<b>Figure</b>		<b>Page</b>
1.1	Overall design perspective from interior design team	3
1.2	Cafe's concept from interior design team	4
1.3	Cafe's mood and tone from interior design team	4
1.4	Cafe's entrance from interior design team	4
1.5	Cafe's sitting areas from interior design team	5
1.6	Cafe's lighting from interior design team	5
1.7	Materials used	5
2.1	Business Model Canvas	11



## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 Introduction**

In the past few years, there has been significant growth in the world's coffee industry. Coffee is one of the most popular beverages in the world, and it plays an essential role in people's daily lives. People consume coffee for taste, energy, or even for socializing. Moreover, there is a continually rising trend in the consumption of coffee resulting from technological innovation, which helps expand the total coffee consumption. Thailand is recognized as Asia's third-largest coffee producer, following Vietnam and Indonesia, and is emerging as a notable player in the global coffee market (Pongsiri, 2013). Coffee is vital as one of Thailand's essential agricultural products and profitable cash crops. Despite the increased production, studies indicate that the demand for coffee consumption in Thailand has consistently risen over the past decade, leading to insufficient supply to meet the consumption needs. This scarcity of coffee beans signifies a significant shift for Thailand, transforming it from a coffee-exporting nation to a society that predominantly consumes coffee (Chuqian, 2018).

In the Thai market, people consume more coffee and develop new tastes and preferences. To comply with the rising number of Thailand's coffee consumption, most cafes, and restaurants are now incorporating coffee into their beverages menu. The number of coffee shops is now rising accordingly, and the study shows that, over the past decade, there has been a rapid increase in chain and individual coffee shops across the country (Pongsiri, 2013). In addition, the Thai food industry has expanded in the past few years; its popularity is now increasing as people change their lifestyles due to urbanization. It has a significant impact on, for example, housing, transportation, shopping, socialization, and dining habits. People tend to be outgoing and go out to eat more often. More importantly, cafes are becoming much more popular as the places serve beverages and quick, friendly, and easy meals. Not only are people going for food and drinks, but cafes are also good places to socialize and spend quality time with friends or loved ones. Some cafes are now becoming a co-working space where people can enjoy free Wi-Fi and get their work done apart from home.

By recognizing the market opportunity for the Thai food industry, there is an opportunity to create a place with good coffee and delicious food. The location will be Amphor Pakchong, Nakhon Ratchasima province. The place is in northeastern Thailand, also known as

the door to Isan. Pakchong attracts many tourists, particularly those seeking weekend getaways from Bangkok (Volpe, n.d.). It has numerous resorts and tourist attractions and is the primary entry point to Khao Yai National Park. To emphasize, the government has been promoting 11 districts spanning four provinces to expand the Thai tourism market further, specifically Pak Chong District and Wang Nam Khiao District in Nakhon Ratchasima Province (Sakaeklang, R. 2019). According to Kasikorn Research Center, Nakhon Ratchasima, especially Pak Chong and Wang Nam Khiao, is the top year-end destination for Thai tourists from the Northeastern region. Its popularity stems from its proximity to Bangkok, making it an ideal short-haul option for those seeking cooler weather. Moreover, real estate developments with unique accommodations like British and Italian designs have increased tourism appeal and accommodated various budget preferences. Research from the Ministry of Tourism and Sports also stated that, between March and July 2022, Nakhon Ratchasima province saw a 75.50% increase in the number of tourists, making the direction of income 49.94% higher than the January-July 2021 period.

Recently, our family-owned business is already in the food and beverages sector, and we already have direct experience in the business. The inspiration behind this is that we all love to drink coffee in the morning and buy from other cafes (3-4 cups) daily. Plus, we need help finding a place that combines good food and coffee with comfortable seats where we can work and spend quality time. Additionally, we already have a location where it is easily accessible and in the middle of the city where we can attract both locals and tourists. Because the business partner got a French cuisine diploma from Le Cordon Bleu in Thailand, we are also confident that, apart from good coffee, we will be able to serve customers delicious and high-quality food with all the resources and experiences we have.

## **1.2 Cafe Details and Conceptual Design**

The cafe will emphasize that everyone can enjoy a flavorful cup of coffee. We will serve high-quality, “simple but delicious” food at excellent value and in a home-like environment. To create a good cafe, we believe that having high-quality coffee beans and highly experienced baristas is an excellent point to stand. Moreover, we want to provide our customers with high-quality easy-to-eat recipes that will use local ingredients and be familiar to Thai people and tourists. The cafe design will be under the theme “**The Nostalgia Vacation,**” (see figure 1.1 to 1.7) where the place aims to connect people to nature in the middle of the city. The cafe will be in a home-like environment for people to escape from the

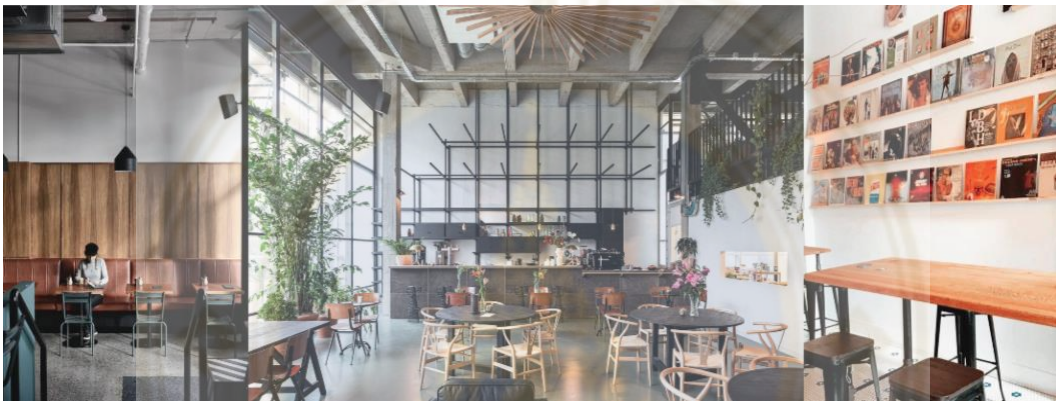
hustle and pollution to a place full of peace from nature. This will be delivered through natural light, materials, color, trees, and music.



**Figure 1.1: Overall design perspective from interior design team**



**Figure 1.2: Cafe's concept from interior design team**



**Figure 1.3: Cafe's mood and tone from interior design team**



**Figure 1.4: Cafe's entrance from interior design team**



**Figure 1.5: Cafe's sitting areas from interior design team**



**Figure 1.6: Cafe's lighting from interior design team**



**Figure 1.7: Materials used**

In the long run, the cafe wants to make sure that we are taking care of the environment. In addition, we will incorporate environmentally friendly practices into everyday operations to minimize environmental impact. The cafe wants to emphasize and speaks to the customers that we care about the people and environment we operate business in. It can be inferred that sustainability, health and nutrition, and experiences are the consumer trends that will significantly influence consumer behavior in the coffee market (Maciejewski & Mokrysz, 2019). In order to enhance the competitive advantage, companies must hold to these trends. Due to the emerging trend in sustainable business, a sustainable business should create profit financially and environmentally. The cafe's mission was driven by the idea that everyone deserves a delicious cup of coffee and a simple menu but in a better quality. The cafe understands that everyone knows coffee, but only some experience good coffee. The cafe aims to combine all the competitors' weaknesses and improve them to become our standing point.

### **1.3 Research Objectives**

This thematic paper's objective is to conduct a business plan for a cafe at Amphor Pakchong, and there are altogether five primary keys, including:

1. To establish business revenue
2. To establish and maintain profitability
3. To produce free cash flow
4. To establish and sustain productivity
5. To attract and retain customers

## **CHAPTER II**

### **LITERATURE REVIEW & THEORETICAL FRAMEWORK**

#### **2.1 Introduction**

In the competitive cafe industry, successfully establishing and differentiating a business requires careful planning. In Thailand, a favorable market for coffee shops due to low barriers to entry, competition is fierce. Understanding customer preferences is crucial for customer satisfaction and financial success. Research suggests that factors like coffee quality, tasty non-coffee beverages, and comfortable seating influence customer choice (Charoenpol, 2019). A study by DIJMS identified four critical factors for cafe failure: entrepreneurial orientation, product innovation, business location, and competitive advantage (Herminda & Nugroho, 2023). To address these challenges, a well-structured business plan and business model canvas is essential for outlining objectives and guiding the cafe's growth (Pinson, 2008). Chapter two will provide comprehensive insights on business plans and business model canvas based on reliable data sources.

#### **2.2 Business Plan**

##### **2.2.1 The Successful Business Plan**

In the current business landscape, a business plan holds importance as the key document for entrepreneurs (Abrams & Kleiner, 2003). It is essential for any company aiming to define its objectives or secure financing. With a well-developed and effectively presented business plan, the business idea will likely be taken seriously for further consideration. Moreover, the study from *The Successful Business Plan: Secrets & Strategies* revealed that people expect a business plan that demonstrates the evaluation of the concept and reveals the entrepreneur's consideration of the essential steps required to transform the idea into a company (Abrams & Kleiner, 2003). This reassures stakeholders that the business has been thoughtfully planned and increases confidence in its potential for success.

##### **2.2.2 Types of Business Plan**

There is no universally prescribed format for a business plan. However, as stated in the book called *The Business Plan: How to Win Your Investors' Confidence* by Schwetje & Vaseghi (2007), the structure and content of a business plan should be determined by its

purpose, it aims to address and the complexity of the business. In general, there are three primary categories or types of business plans that are commonly recognized.

#### 2.2.2.1 Short Business Plan

Typically around 10 to 15 pages, this plan is suitable for young companies in their early stages. Despite its brevity, it should provide sufficient detail to attract potential investors.

#### 2.2.2.2 Extended Business Plan

Suited for more complex companies, this plan delves deeper into business matters with greater depth and detail. The level of attractiveness increases with the desired investment from investors, requiring comprehensive market and competition analysis

#### 2.2.2.3 Operational Business Plan

Designed for established companies, this plan is a comprehensive guide for stakeholders, ensuring consistency across departments and operations.

### 2.2.3 Business Planning Process

Coke (2001) emphasizes that a successful organization uses a comprehensive business plan consisting of four phases: preparation, planning, implementation, and sustainability. Griffin (2015) found that the development of each strategy in the plan follows a repetitive approach. The fundamental sequence for creating the plan includes: (1) Organizing the Planning Process, (2) Diagnosing the Situation, (3) Setting Goals, (4) Developing Operating Plans, (5) Developing a Financial Plan, and (6) Writing the Business Plan Document. These steps ensure effective execution, future strategies, and financial considerations.

### 2.2.4 Business Planning Elements

Most business plans follow a commonly used structure, which can be envisioned as a table of contents with different chapter headings. While some variations may be due to unique business requirements, the general outline remains consistent.

#### 2.2.4.1 Executive Summary

The executive summary is vital in a business plan, providing a clear and compelling company overview. It convinces readers to explore the rest of the plan and highlights the company's current and future trajectory. This concise section summarizes critical concepts, objectives, marketing strategy, and the management team's expertise and achievements (Pinson, 2008; Haag, 2013).



#### 2.2.4.2 Company Description

A successful business idea requires focus and dedication to transform it into a tangible objective. Schwetje & Vaseghi (2007) emphasize that a good idea must be adequately described and recognized as a viable business idea. Successful ideas can be found in various areas, such as standardizing services, exploring new markets, and optimizing the value chain. Having a clear vision for your company is crucial to develop practical goals and strategies. The vision represents the desired future state of the enterprise, inspiring creativity while remaining attainable (Schwetje & Vaseghi, 2007). The mission statement defines the business objective, strategies, norms, and values, concisely describing what the company aims to achieve and its competitive position (Schwetje & Vaseghi, 2007). Establishing clear and comprehensible goals aligned with the vision and mission is equally important. Strategic goals, typically set for 3 to 5 years, encompass profitability, revenue generation, market share, and product offerings (Schwetje & Vaseghi, 2007).

#### 2.2.4.3 Management Team

According to the study examining the primary causes of small business failures, it has been found that 98% of these failures can be attributed to managerial shortcomings (Haag, 2013). Factors beyond the control of those involved contribute to only a minor portion, specifically 2%, of the failures (Haag, 2013). The description of management and organization can vary significantly based on individual perspectives and interpretations. In this section, there will be altogether of three main elements: (1) Legal Form (2) Organizational Structure (3) Management Team.

#### 2.2.4.4 Products and Services

After outlining the business idea, Schwetje & Vaseghi (2007) emphasize the critical evaluation of products and services to create a successful business model. Products and services drive consumer value, and their alignment with customer needs determines their willingness to pay. Unique selling points, which include distinctive features and qualities, should be articulated to differentiate from competitors. This section encompasses product features, accurate descriptions, and the product portfolio.

#### 2.2.4.5 Market

The market is where a business can strategically position products and services. To this position in the market, the business must accurately assess the market's attractiveness of current offerings and future developments (Schwetje & Vaseghi, 2007).

#### 2.2.4.6 Marketing and Sales Strategies

The marketing strategy sets objectives and goals, determining the desired market share and allocating resources for advertising and marketing. By strategically positioning products and aligning with business goals, entrepreneurs increase their chances of market success. This section includes marketing strategy, pricing policy, and sales plan.

#### 2.2.4.7 Operation

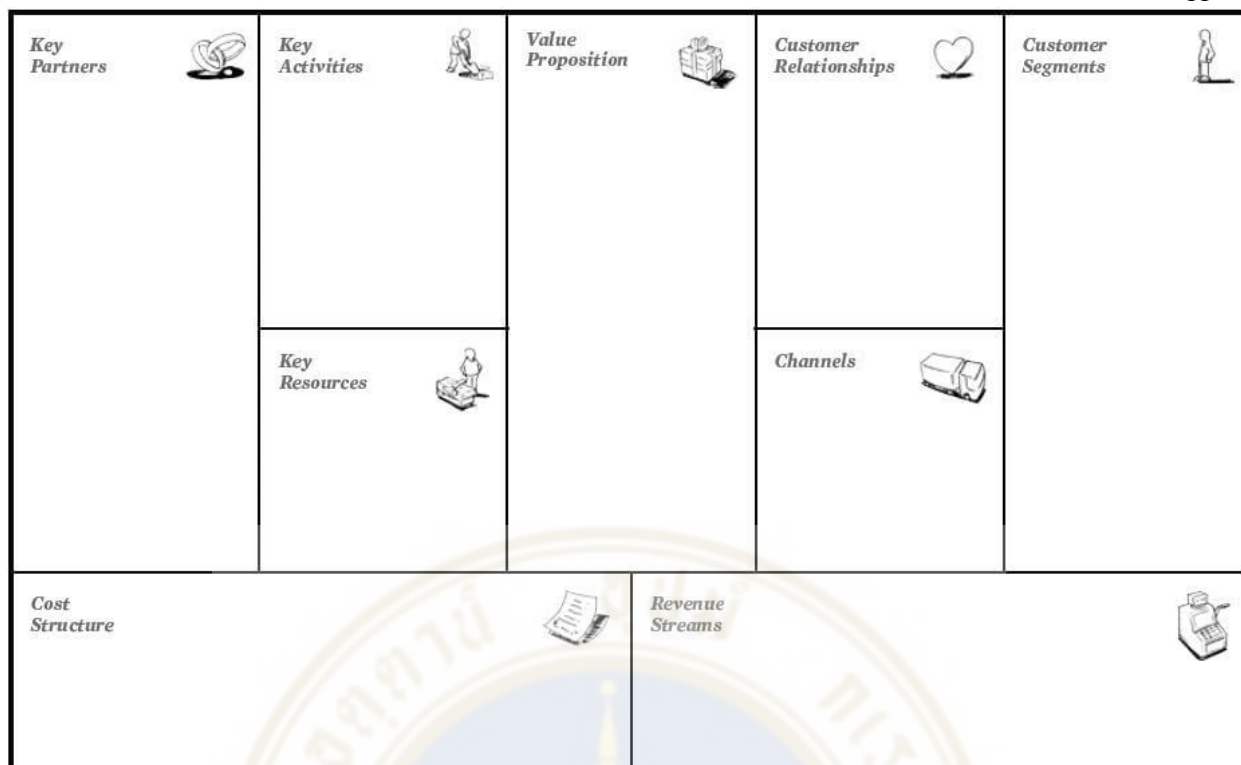
According to Haag (2013), The operations section of a business plan provides an overview of the company's daily activities. The content and structure of this section may vary depending on the nature of the business. The section will include facilities, location, operating costs, manufacturing, processes, suppliers, labor, research and development, quality control, contingency plan, and customer feedback.

#### 2.2.4.8 Financial Data

The financial plan is crucial for evaluating profit potential and guiding financial management (Ehmke, 2005). It is vital in every company's business planning process (Schwetje & Vaseghi, 2007). Through data collection and analysis, management gains valuable insights to identify weaknesses and seize opportunities more efficiently, enabling informed decisions and timely actions (Schwetje & Vaseghi, 2007). Good financial information includes primary data from the income statement, balance sheet, and cash flow statement (Schwetje & Vaseghi, 2007; Haag, 2013). By presenting a compelling business plan with efficient financial data systems, companies can demonstrate their potential for success to investors (Schwetje & Vaseghi, 2007; Haag, 2013). This saves time and facilitates effective business management.

### 2.3 Business Model Canvas

In addition, another tool that is widely used for conducting a business plan is the Business Model Canvas, developed by Osterwalder and Pigneur in 2010. It presents a widely accepted and prescriptive depiction of a business model, outlining nine distinct components that do not overlap. The model has been used widely in the entrepreneurial aspect, and the study implied that the entrepreneurs who implement the nine elements outlined in the Business Model Canvas in their business will have a greater likelihood of creating a business model that will ultimately be successful (Ladd, 2018).

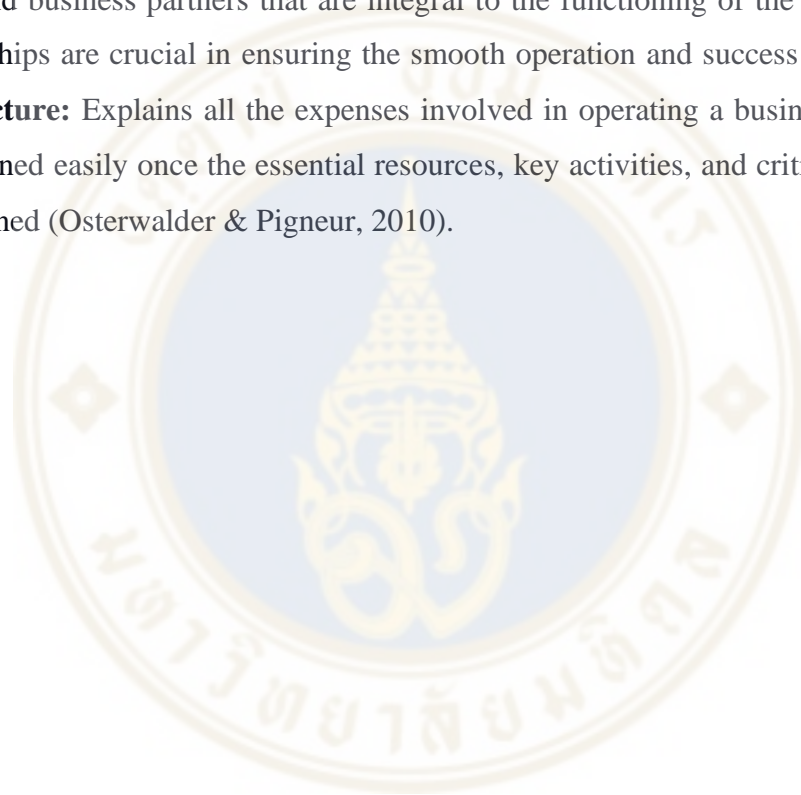


**Figure 2.1: Business Model Canvas**

**Source:** BusinessModelGeneration.com

Alexander Osterwalder's business model canvas comprises nine components illustrating how an organization generates, delivers, and captures value (see figure 2.1). The nine elements include (1) **Customer Segments:** Various categories of individuals or organizations the company seeks to engage and serve. Customers form the fundamental core of any business model, and with (profitable) customers, a company's sustainability, in the long run, is easier to achieve. The company can create value for many different groups of customers, including mass market, niche market, or segment. (2) **Value Propositions:** The combination of goods and services that provide value to a specific segment of customers. It is the rationale behind why customers choose one company over its competitors, as it addresses a customer's problem or fulfills a customer's need. (3) **Channels:** Represent how a company interacts with and reaches the chosen customer segments to deliver a value proposition. These channels serve as points of contact with customers and hold significant significance in shaping the overall customer experience. (4) **Customer Relationships:** Various forms of connections a company initiates with specific customer segments. These relationships can range from personalized interactions to automated processes. Motivations driving customer relationships include customer acquisition, customer retention, and enhancing sales through upselling. (5) **Revenue**

**Streams:** The financial inflows generated by a company from each customer segment where the deduction of costs is taken into account to determine earnings. A business model can have two distinct types of revenue streams: transaction revenues (arising from one-time payments) and recurring revenues (arising from ongoing payments). (6) **Key Resources:** The essential assets for operating a business model. These resources enable the company to create and offer a value proposition, reach target markets, maintain customer relationships, and generate revenue. (7) **Key Activities:** The critical tasks a company must undertake to ensure the effectiveness of its business model. These activities represent the critical actions that a company must execute to operate successfully. (8) **Key Partnerships:** Illustrates the network of suppliers and business partners that are integral to the functioning of the business model. These partnerships are crucial in ensuring the smooth operation and success of the business. (9) **Cost Structure:** Explains all the expenses involved in operating a business. These costs can be determined easily once the essential resources, key activities, and critical partnerships have been defined (Osterwalder & Pigneur, 2010).



## **CHAPTER III**

### **RESEARCH METHODOLOGY**

The chapter discusses the research strategy, design, and approach used in the study, including the framework, data collection methods, population size, and tailored interview questions. The objective is to develop a comprehensive business plan for a cafe in Amphor Pakchong, Nakhon Ratchasima. The research aims to create a business model to address critical questions: generating business revenue effectively, ensuring profitability and free cash flow, establishing and sustaining productivity, and attracting and retaining customers.

#### **3.1 Research Design**

The research methodology utilizes qualitative in-depth interviews with key stakeholders, including the current cafe owner, employees, and customers, to gather detailed insights. The interviews aim to explore how the cafe is managed, how employees are treated, and how consumer needs are satisfied. The interviews will allow participants to express their thoughts and uncover new issues. In-depth interviews are an efficient approach to understanding respondents' experiences, allowing for personal insights, follow-up questions, and observation of non-verbal cues (Morris, 2015).

#### **3.2 Data Collection Methods**

##### **3.2.1 Semi-Structured Interview**

Semi-structured interviews combine structure and flexibility, offering a versatile framework that can be customized to accommodate the interviewee's needs and facilitate a thorough exploration of responses. (Al Balushi, 2016). It allows researchers to address relevant issues and enables interactive discussions where interviewees can freely express their opinions.

The interviews will be conducted face-to-face or online in a one-on-one setting to avoid biases like groupthink. Each interview will last 30 to 45 minutes and will be audio recorded for data interpretation and analysis. The researcher aims to understand the interview content accurately, interpret it, and generate unbiased data. In addition, Sample size determination depends on factors like research scope, topic nature, data quality, and study design (Morse, 2000). A smaller sample size may be sufficient if interviewees reveal perspectives with shadowed data. In this study, three stakeholder groups in the cafe business will be selected to gather significant qualitative data for a detailed analysis.

### 3.2.2 Observation

Observation is a research method where individuals are observed in their natural surroundings, aiming to gain insight into their perspectives. This method requires researchers to immerse themselves in the field for an extended period, assuming different roles to understand the subjects (Baker, 2006) comprehensively. The researcher will observe competitors by focusing on several aspects to gather valuable insights, including **(1) Menu and offerings:** Menu items, their presentation, pricing, and any distinctive offerings. **(2) Customer Service:** The interactions between staff members and customers, level of attentiveness, friendliness, responsiveness to customer needs, and distinctive customer service practices. **(3) Customer Experience:** Customers' flow, behaviors, and overall satisfaction. How customers are welcomed and served. **(4) Operations and Efficiency:** The speed of service, cleanliness, organization, and overall efficiency. Practices or systems that contribute to the smooth functioning of the cafe's operations. **(5) Customer Feedback and Reviews:** Review online platforms, websites, and social media channels to gather valuable insights from customer feedback. Pay attention to recurring positive or negative comments and analyze the strengths and weaknesses based on this feedback.

### 3.3 Population

For the interview session, the researcher conducts ten interviews altogether. The interviewees include three cafe owners, two cafe employees, and five customers. The first person of the three cafe owners is the cafe and restaurant owner in Bangkok. The second person is the cafe owner in Pattaya, Chonburi. Third, the cafe owner in Ratchaburi. The differences between these three cafes are the scale and focus on the business. The first respondent of the cafe employees has over three years of experience in cafes, and she works at the cafe in Sukhumvit. At the same time, another person is a cafe manager in Khao Yai, Nakhon Ratchasima. Lastly, the customers are the ones who visit cafes almost every week and have experienced cafes in many places across Thailand.

### 3.4 Interview Questions

The interview session will be conducted with a total of three groups of stakeholders. Therefore, the questions will be categorized into three groups: cafe owners, cafe employees, and cafe customers.

#### 3.4.1 Interview Questions for Cafe Owners

1. Please tell me about yourself, the concept, and the vision behind your cafe/restaurant.
2. What are the roles and responsibilities you take at the cafe?
3. What is the size of your cafe? How many employees do you have?
4. What are your primary sources of revenue? (e.g., food and beverage sales, catering, merchandise)
5. What are the major cost components of running your cafe? (e.g., rent, labor, ingredients, utilities) How do you manage costs and ensure profitability while maintaining the quality of your offerings?
6. How do you price your products or services and ensure profitability?
7. What are the primary activities involved in operating your cafe? (e.g., food preparation, customer service, marketing) Could you provide an overview of the daily activities that your cafe typically performed
8. What are the essential resources needed to run your cafe? (e.g., equipment, ingredients, human resources)
9. Are there any suppliers, distributors, or other business partners you rely on to run your cafe successfully? Please specify
10. What key factors set your cafe/restaurant apart from competitors in the area? Who are your competitors? What makes your cafe unique?
11. How would you describe your target customer? How do you acquire new customers? Through social media, advertisement, or word-of-mouth?
12. Which channels are you using to retain your recent customers?
13. What are the problems that usually occur?
14. What challenges do you face in running a cafe/restaurant, and how do you overcome them?
15. Is there anything else you want to share about your cafe/restaurant and your journey as an owner?

### 3.4.2 Interview Questions for Cafe Employees

1. Can you tell me about yourself? Your previous experience working in the food and beverage industry? What attracted you to apply for a position at the cafe?
2. What is your current salary?
3. What are your roles and responsibilities each day?
4. From your perspective, what are the key strengths and weaknesses of the cafe?
5. Can you provide suggestions for potential areas of growth or expansion?
6. What are your thoughts on the operational aspects of the cafe, such as staffing requirements, working hours, and inventory management?
7. Is there any specific equipment, technology, or systems that would be essential for the smooth operation of our new cafe?
8. Do you have any ideas or insights on enhancing customer satisfaction and loyalty through the business plan?
9. How can the business plan help improve employee engagement and motivation within the cafe?
10. Is there anything else you would like to contribute or suggest regarding the cafe's business planning process?

### 3.4.3 Interview Questions for Cafe Customers

1. Please tell me more about yourself and your lifestyle.
2. How often do you visit cafes? What are the preferred times of day for visiting?
3. What factors influenced your decision to visit a particular cafe? Are any specific criteria or factors attracting you to a particular cafe?
4. What role does the quality of food and beverages play in your decision to visit and revisit a cafe?
5. What will be your preferred seating arrangements and overall comfort level of the cafe? Do you find it essential?
6. Do you have any preferences or expectations regarding customer service when you visit cafes? Have you ever experienced bad service?
7. How do you discover new cafes to visit? Do you rely on recommendations, online reviews, or other sources?
8. Would you like to participate in loyalty programs or receive special offers from a cafe?
9. What price is acceptable for food and beverages at the cafe?



10. Are there any specific concerns or pain points you have experienced when visiting cafes in the past?
11. If we open the new cafe at Amphor Pakchong, what will be the first thing you are concerned about before visiting?



## CHAPTER IV DATA ANALYSIS

### 4.1 Findings from the Interviews

The researcher interviewed three stakeholders, including cafe owners, cafe employees, and customers; the result of the interview session will be analyzed below.

#### 4.1.1 Cafe Owners

Researchers recorded findings by applying the nine components of the Business Canvas Model as a framework. This approach allows researchers to leverage these findings to construct a business model that is appropriate and efficient for the business plan. The results are as follows;

##### (1) Customer Segments

Who	Conversation
<b>Interviewer:</b>	<b>How would you describe your target customer?</b>
<b>Cafe Owner 1</b>	“Our target customers primarily consist of Thai parents from the nearby school. These parents typically have higher purchasing power where they used to spend time at the cafe waiting for their children”
<b>Cafe Owner2</b>	“Our target customers are primarily families who come to spend quality time together. They are mostly the Thai group of tourists who come to Pattaya, Chonburi”
<b>Cafe Owner 3</b>	“Our target customers are diverse, so it is challenging to specify a particular demographic, but we mostly attract Thai visitors passing through the city we are in, Ratchaburi”

**Table 4.1 Analysis and Interpretation of Customer Segments**

According to the interviews with three cafe owners (see table 4.1), the target customers for a cafe can differ based on various factors like its location, concept, and menu offerings. However, there are some common segments that cafes often aim to attract. First, researchers found out that cafes mostly attract local Thai customers. This group includes urban socializers, families seeking quality time together, and local people nearby. They are primarily

composed of residents who regularly frequent the cafe for their morning coffee, to socialize with friends, or to have a relaxed breakfast or lunch. These individuals often look for a cozy and convenient place to work or meet. Cafes that provide free Wi-Fi, comfortable seating, and enough electrical outlets attract this group of customers. Second, tourists, including Thai visitors, pass through the city. They are temporary visitors exploring the area or stopping by the cafe during their travels. Cafes situated in popular tourist spots or areas with many people passing by can focus on attracting tourists and travelers.

## (2) Value Proposition

Who	Conversation
<b>Interviewer:</b>	<b>What is your value proposition? What are the key factors that set your cafe apart from the competitors?</b>
<b>Cafe Owner 1</b>	“My cafe lies in its strategic location as it is situated near an international school with limited nearby competition. The cafe effectively targets and serves parents with higher purchasing power and attracts and retains a consistent customer base by catering to this specific customer group while maintaining the quality”
<b>Cafe Owner 2</b>	“We offer quality homemade drinks, bakery items and friendly service, treating our customers like friends. This creates a warm and welcoming atmosphere that sets us apart. While our main competitors are other cafes and bakeries in the area, their limited presence allows us to establish ourselves as a distinctive destination for customers seeking quality coffee and freshly baked goods”
<b>Cafe Owner 3</b>	“The unique architecture and creation of a distinctive atmosphere set us apart. At the same time, ensuring standardized service and food and drink quality makes us successful”

**Table 4.2 Analysis and Interpretation of Value Proposition:**

All cafes' value propositions are the quality of food and beverages (see table 4.2), which can be served using trustable ingredients, skillfully brewed coffee, and freshly made food. Some cafes offer homemade bakery items and friendly service, treating customers like friends. This creates a warm and welcoming atmosphere that sets it apart from competitors. Additionally, the cafe's strategic location enables them to target and serve people with higher

purchasing power effectively; this advantageous location also ensures a consistent customer base. Apart from that, the cafe's unique architecture and attention to creating a distinctive atmosphere contribute to its success. The ambiance sets it apart and enhances the overall customer experience.

### (3) Channels

Who	Conversation
<b>Interviewer:</b>	<b>What are the ways in which your cafe reaches and interacts with its customers?</b>
<b>Cafe Owner 1</b>	On-site Cafe Service, Online Ordering and Delivery, Social Media and Online Presence, Loyalty Programs
<b>Cafe Owner 2</b>	On-site Cafe Service, Online Ordering and Delivery, Social Media and Online Presence, Loyalty Programs
<b>Cafe Owner 3</b>	On-site Cafe Service, Social Media and Online Presence

**Table 4.3 Analysis and Interpretation of Channels:**

How cafes reach and interact with their customers includes on-site cafe service, online ordering and delivery, and social media and online presence (see table 4.3). All three cafes have a physical location as a primary channel to deliver products to their customers. On-site cafe service provides a welcoming and enjoyable experience for customers who visit the physical location. Online ordering and delivery services cater to customers who prefer to order food and beverages remotely and have them delivered to their desired location. Social media and online presence are utilized to connect with customers through platforms like Instagram and Facebook, where cafes share updates, promotions and engage in conversations with their followers.

#### (4) Customer Relationships

Who	Conversation
<b>Interviewer:</b>	<b>How are you establishing and maintaining relationships with customers?</b>
<b>Cafe Owner 1</b>	“Use Facebook and Instagram to share updates and promotions and interact with our audience. Implemented a loyalty program through the OCHA POS system; customers can collect points for free”
<b>Cafe Owner 2</b>	“Use Facebook and Instagram to share updates and promotions and interact with our audience. Utilize Wongnai's CRM system to allow the cafe to engage with the customers as members, providing personalized offers, discounts, and promotions”
<b>Cafe Owner 3</b>	“Use Facebook and Instagram to share updates and promotions and interact with our audience”

**Table 4.4 Analysis and Interpretation of Customer Relationships:**

To maintain strong relationships with customers, the cafes employ several effective strategies. One fundamental approach is leveraging social media platforms such as Facebook and Instagram (see table 4.4). The cafe shares regular updates and promotions and interacts with its audience through these channels. The cafes have also implemented loyalty programs like the OCHA POS system and Wongnai's CRM system. This program rewards customers with points they can accumulate and redeem for free items or discounts. The systems also enable personalized offers, discounts, and promotions, tailored to individual preferences and interests. The cafe establishes and maintains customer relationships by combining a solid social media presence and a loyalty program.

#### (5) Revenue Streams

Who	Conversation
<b>Interviewer:</b>	<b>What are your primary sources of revenue?</b>
<b>Cafe Owner 1</b>	“Our cafe's primary revenue source comes from the sale of food and beverages. We also rent out our space for commercial photo shoots and offer room rentals for meetings and events”

### (5) Revenue Streams

<b>Cafe Owner 2</b>	“Our cafe's primary revenue source mostly comes from the sale of food and beverages. Also, we are the supplier of frozen croissants and cakes for other cafes within Chonburi”
<b>Cafe Owner 3</b>	“The sale of food and beverages is our primary source of revenue, but our cafe also rents out our space for commercial photo shoots. Sometimes we even get approached by the architecture blog or magazine for our architectural design”

**Table 4.5 Analysis and Interpretation of Revenue Streams:**

The primary source of income for the cafes derived from the sales of food and beverages (see table 4.5). This encompasses the revenue generated by customers purchasing various items from the menu, including coffee, tea, pastries, cakes, and other food. Some cafes sell their pastries and cakes to other shops at wholesale prices. This is to have additional revenue apart from selling solely to their target customers. Moreover, the owner of cafes two and three offer a place for commercial shooting to rent as the cafe is already designed to provide a space allowing customers to capture professional photographs commercially. The place has outdoor locations which offer distinctive backgrounds and atmospheres for commercial shoots.

### (6) Key Resources

The essential resources for cafes can differ based on their size, services, and business model. However, here are some typical vital resources that cafes commonly rely on. The essential resources are physical space, equipment, ingredients and supplies, skilled staff, and financial capital. However, cafe owner three invested heavily in their physical space as they think the cafe's atmosphere is essential in attracting customers and ensuring a delightful experience. Creating a well-planned and welcoming environment can attract people to come, make them stay longer, and turn them into regular customers. Additionally, the cafe serves as a platform to showcase the cafe's branding and concept. Every aspect, from the interior decor to the layout and furniture, contributes to establishing a distinctive identity and setting the cafe apart from competitors.

### (7) Key Activities

All cafes have similar everyday activities to deliver food and services. Menu planning is a vital task in cafes, involving the development of a menu that suits the cafe's

concept and target audience. Preparing coffee and other beverages is also a fundamental aspect of cafe operations. It involves training baristas in different brewing techniques, maintaining consistency in quality, and aesthetically pleasing presentation for coffee and beverage preparation. More importantly, delivering exceptional service involves warmly welcoming and assisting customers, taking their orders accurately, promptly serving food and beverages, and prioritizing customer satisfaction is essential to increase customer satisfaction. This can be delivered effectively by providing staff with comprehensive training in effective communication, product knowledge, and problem-solving abilities to ensure a positive and satisfying customer experience. For the managing process, the cafes must have proper inventory management, attract customers through marketing and promotion, financial management, and continual improvement.

### **(8) Key Partnerships**

Key partnerships that can help enhance their operation, expand the market, and provide additional value to customers include, first, suppliers. Having a dependable partnership is essential for the success of cafes. This involves collaborating with coffee bean suppliers, tea distributors, bakery suppliers, and other providers of ingredients and consumables. Secondly, it is crucial to collaborate with equipment suppliers and service providers to guarantee the efficient functioning and upkeep of a cafe's equipment. This encompasses collaborating with distributors of coffee machines, maintenance service providers, POS system vendors, and other relevant partners who can offer timely repairs, replacements, and technical support. Lastly, collaborating with third-party delivery platforms enables cafes to extend their customer reach and provide delivery services. This involves partnering with food delivery apps or platforms that facilitate online ordering, payment processing, and delivery logistics, such as GrabFood and Lineman.

### **(9) Cost Structure**

<b>Who</b>	<b>Conversation</b>
<b>Interviewer:</b>	<b>What are your primary sources of revenue?</b>
<b>Cafe Owner 1</b>	“Running a cafe involves various cost components. Two significant expenses are the salaries of our staff and the cost of ingredients for our food and beverages. More importantly, our cafe has another primary cost which is the rental cost”

### (9) Cost Structure

<b>Cafe Owner 2</b>	“We have several significant cost components, including salary expenses, utility bills, and the cost of ingredients for our menu items. One advantage we have is that we do not have to worry about rental fees, which helps reduce our expenses. To manage costs effectively, we closely monitor our salary expenses, keep track of utility bills, and carefully control the cost of ingredients.”
<b>Cafe Owner 3</b>	“The major cost components of running our cafe are ingredients and staff salaries. Since we don't have rental costs, our focus is primarily on managing these expenses. We carefully source ingredients to ensure quality while keeping costs under control. We also strive to optimize our staff productivity to effectively manage labor costs. Additionally, our product margin averages around 50-60%, which helps maintain profitability without compromising on the quality of our offerings.”

**Table 4.6 Analysis and Interpretation of Cost Structure:**

The three cafe owners share similarities in recognizing staff salaries and ingredient expenses as significant cost components that require effective management (see table 4.6). The labor costs refer to the expenses associated with the wages and benefits of the cafe's workforce, including baristas, chefs, kitchen staff, and cleaning personnel, and followed expenses incurred for purchasing ingredients, coffee beans, tea leaves, dairy products, baked goods, and other consumables utilized to prepare food and beverages (Cost of Goods Sold). However, their rental cost structure differs, where the owner of cafe one bears ongoing rental expenses. In contrast, cafe owners two and three operate without this burden, reducing overall expenses. Additionally, cafe owner three focuses on maintaining a 50-60% product margin to ensure profitability and emphasizes careful ingredient sourcing to balance quality and cost-effectiveness, setting them apart in their approach to cost management.

### (10) Suggestions from the Cafe Owners

<b>Who</b>	<b>Conversation</b>
<b>Interviewer:</b>	<b>Is there anything else you would like to share about your café and your journey as an owner?</b>



**(10) Suggestions from the Café Owners**

<b>Cafe Owner 1</b>	"Yes, The location of your cafe is crucial for gaining recognition and attracting customers. It is important to go beyond relying solely on social media and consider a strategic location to build a reputation. Understanding your customers' preferences allows you to adjust offerings and provide a better experience, fostering customer loyalty."
<b>Cafe Owner 2</b>	"I want to highlight the importance of what we can do best; identifying our strengths and unique offerings is crucial to stand out in the market. Copying others should be avoided, and we should focus on creating our identity and differentiating ourselves from competitors. Building customer loyalty and delivering consistent quality offerings are essential for maintaining a loyal customer base."
<b>Cafe Owner 3</b>	"As an owner, knowing your customers and target audience is crucial for tailoring offerings and creating a satisfying experience. High standards for food and beverages are essential for bringing customers back, as quality ingredients directly impact taste and experience. Cafe's success goes beyond location and architecture. Adequate investment and attention to the environment and comfort are important for maintaining high-quality and unique selling points. Additionally, Consistency and preparation during low seasons are also necessary. By consistently delivering delicious products, loyal customers and steady profits can be secured. Running a cafe requires dedication, attention to detail, customer satisfaction, quality maintenance, and continuous improvement."

**Table 4.7 Analysis and Interpretation of Owners' Suggestions:**

Regarding the three cafe owners, running a successful cafe goes beyond just social media presence; location is crucial in attracting customers and building a reputation. Understanding customer preferences allows for adjusting offerings and fostering loyalty. Identifying unique strengths and avoiding copying others to stand out in the market is essential. High standards for food and beverages and attention to the environment and comfort contribute to a distinctive appeal. Consistency in quality, even during slow seasons, ensures loyal customers and steady profits. As a cafe owner, dedication, attention to detail, customer

satisfaction, and continuous improvement are crucial to thriving in this competitive industry (see table 4.7)

#### 4.1.2 Cafes Employees

Researchers interviewed to gain insights from employees by asking questions that provide valuable information about their experiences, perspectives, and suggestions towards the cafe they are currently working. The findings are categorized into three groups: job satisfaction, operational aspects, and improvement suggestions.

##### (1) Job Satisfaction

<b>Interviewer:</b>	<b>Can you tell me about yourself? Previous experience working in the food and beverage industry? What attracted you for a ‘position at the cafe?’</b>
<b>Employee 1</b>	I am working as a barista at a cafe near Sukhumvit. I have been in the food and beverage industry for three years, gaining valuable experience. Being a barista is my passion; when the opportunity arose, I wanted to explore and try new experiences.”
<b>Employee 2</b>	“I have been passionate about working in the beverage industry since I was 19. I started as a barista assistant, learning the basics of coffee preparation and customer service. Over time, I realized that coffee was my true passion and decided to pursue it further.”

**Table 4.8 Analysis and Interpretation of Job Satisfaction:**

The two interviewees have identified several critical problems within the cafe. Even though employee one is enjoying her job, improving communication among the staff is also suggested, fostering a collaborative environment where challenges can be addressed and support can be provided. Moreover, there is a need for better communication channels and regular updates among team members. By addressing these problems, the cafe can create a more efficient and harmonious work environment that meets customer expectations and enhances overall operations. For employee two, one significant issue is the need for more employees, leading to challenges such as longer wait times for customers and added stress for the current team members. This highlights the need to hire additional staff to handle the workload effectively (see table 4.8)

## (2) Operational Aspects

<b>Interviewer:</b>	<b>What are your thoughts on the operational aspects of the cafe, such as staffing requirements, working hours, and inventory management?</b>
<b>Employee 1</b>	“It would be beneficial to have more communication among the staff. We can better address challenges and support one another by fostering a collaborative environment. Sometimes working without communicating is hard. I prefer my colleagues to address the problem and talk about it immediately.”
<b>Employee 2</b>	“One issue we face is that we need more employees to handle the workload effectively. The need for more employees is causing some challenges. We often find ourselves understaffed during peak hours, leading to longer customer wait times and added stress for our current team members.”

**Table 4.9 Analysis and Interpretation of Operational Aspects:**

Interviewee 1 suggests improving staff communication and establishing better channels for updates and collaboration, as this will create an efficient work environment that meets customer expectations. Interviewee 2 emphasizes the need for more employees to address challenges like longer wait times and increased stress on the current team. Hiring additional staff is essential to handle the workload effectively (see table 4.9).

## (3) Suggestions for Improvement

<b>Interviewer:</b>	<b>Is there anything else you would like to contribute or suggest in terms of the cafe's business planning process?</b>
<b>Interviewee 1</b>	“I want to highlight the owner's approachability and willingness to work with the staff to address any issues. It creates a healthy working environment where the owner will always be there for support. However, Fostering a culture that promotes open and honest communication to work together more effectively might be better.”
<b>Interviewee 2</b>	“Prioritizing employee well-being and work-life balance is essential. For example, offering flexible schedules, paid time off, and supporting personal growth and development. The owner should ensure that their employees are

### (3) Suggestions for Improvement

	adequately compensated and rewarded for their hard work. Recently, the work has been overloaded; if they are not considering hiring more staff, they should offer competitive salaries and benefits packages and recognize outstanding performance.”
--	--

**Table 4.10 Analysis and Interpretation of Suggestions:**

Employee one is highly satisfied with her job because of the supportive and collaborative boss who values and respects the staff. However, she suggests fostering an open communication culture to encourage sharing ideas and concerns. Employee two highlights the importance of prioritizing employee well-being and work-life balance and providing compensation, benefits, and growth opportunities to create a positive work environment and foster loyalty (see table 4.10)

#### 4.1.3 Customers

The researcher gathered information about the pain and requirements of cafe visitors, the specific services they seek from visiting a cafe, the desired qualities they expect from a visit, the importance of staff proficiency, and how the products and services influence customers' decision-making when selecting a cafe.

#### (1) Quality and Taste

<b>Interviewer:</b>	<b>What role does the quality of food and beverages play in your decision to visit and revisit a cafe?</b>
<b>Customer 1</b>	“The quality of food and beverages is a significant factor for me. It plays a crucial role in my decision-making process. I prefer cafes that offer various food options because they allow me to spend quality time with my friends and family.”
<b>Customer 2</b>	“The quality of food and beverages plays the most crucial role for me. The coffee comes next in terms of importance.”

### (1) Quality and Taste

<b>Customer 3</b>	“While the quality of food and beverages is important, I primarily go for coffee when I visit cafes. The quality of the coffee they serve is crucial in my decision to visit and revisit a cafe.”
<b>Customer 4</b>	“The quality of food and beverages is essential to me when visiting a cafe. I enjoy it when cafes offer a variety of snacks and bakery items alongside the drinks. It enhances the overall experience for me.”
<b>Customer 5</b>	“The quality of food and beverages plays a significant role in my decision to visit and revisit a cafe. Regarding food, I look for cafes that offer good coffee and a range of delicious snacks and food options. I prefer a cafe that pays attention to the quality of its menu offerings.”

**Table 4.11 Analysis and Interpretation of Quality and Taste:**

The quality of food and beverages is the most crucial factor for customers when choosing a cafe (see table 4.11). It plays a significant role in their decision-making process and is often prioritized over other aspects. While some customers primarily focus on the quality of coffee, others appreciate cafes that offer various food options alongside their drinks. The overall experience is enhanced when cafes pay attention to the quality of their menu offerings, including snacks and bakery items. Customers value cafes that provide a range of delicious and high-quality options, as it allows them to spend quality time with friends and family.

### (2) Parking Options and Overly Packed Issue

<b>Interviewer:</b>	<b>Are there any specific concerns or pain points you've experienced when visiting cafes in the past?</b>
<b>Customer 1</b>	“Well, One thing that bothers me is when a cafe goes overboard with decorations like trees and waterfalls. It feels excessive and takes away from the cozy atmosphere. I prefer a simpler and more relaxed ambiance.”
<b>Customer 2</b>	“I have concerns regarding the food quality, parking space availability, and overly packed cafes.”

## (2) Parking Options and Overly Packed Issue

<b>Customer 3</b>	“One concern I have had when visiting cafes is the availability of parking spaces, especially in busy areas. It can be inconvenient if parking is limited or challenging to find.”
<b>Customer 4</b>	“Yes, there have been some concerns. One is when cafes are overly packed with people and need more available seats. Another concern is the availability of parking spaces, especially in busy areas.”
<b>Customer 5</b>	“One common issue is service-related, such as waiting for a long time. Another concern is the availability of parking spaces, especially in busy areas. Additionally, overly packed cafes and not providing a comfortable environment can be a downside.”

**Table 4.12 Analysis and Interpretation of Parking Options and Overly Packed:**

One common concern is about the availability of parking space, especially in busy areas (see table 4.12). Limited or challenging parking can be inconvenient for customers. There need to be more parking options for customers trying to reach a cafe conveniently. If parking spaces are limited or unavailable, customers who depend on personal vehicles may be discouraged from visiting. Additionally, customers find it bothersome when cafes are overly packed with people, leading to a lack of available seats and a less comfortable environment. Service-related issues, such as waiting a long time, have also been mentioned as a downside. Customers value a comfortable and welcoming environment, easy accessibility, and efficient service when visiting cafes.

## (3) Staff Proficiencies

<b>Interviewer:</b>	<b>Do you have any preferences or expectations regarding customer service when you visit cafes? Have you ever experienced bad service?</b>
<b>Customer 1</b>	“I expect attentive and prompt service when I visit cafes. Unfortunately, I experienced bad service when the staff needed to properly care for me. For example, making me wait for a long time without providing any seating or assistance. I do not like when staff members are too picky or overly strict, but I prefer them to be readily available when I need help.”

**(3) Staff Proficiencies**

<b>Customer 2</b>	“I do not have any specific preferences, but good service is essential for a second-time visit. If I experience bad service even once, I might not revisit the cafe.”
<b>Customer3</b>	“I do not have any specific preferences, but I appreciate staff who know the products they offer and can make recommendations. I prefer a friendly and helpful approach. I have had a relatively good service experience but value a no-pressure sales approach.”
<b>Customer 4</b>	“I have yet to experience bad service at cafes. However, when visiting a cafe during peak hours, I expect the staff to care for customers evenly, ensuring everyone receives attention and assistance.”
<b>Customer 5</b>	“Friendly and attentive staff who know their job well are highly appreciated. It is excellent when the staff can recommend menu items or provide information about their coffee beans. On the other hand, I have experienced bad service where I was kept waiting for a long time or encountered inexperienced or uninterested staff.”

**Table 4.13 Analysis and Interpretation of Staff Proficiencies**

Customers have expressed their expectations and experiences regarding the staff's proficiency. They expect attentive and prompt service, and they have been disappointed when staff do not take proper care of them, such as making them wait for a long time without providing seating or assistance. Customers appreciate staff who are readily available when help is needed and prefer a friendly and helpful approach. Good service is considered necessary for a second-time visit, and bad service can deter customers from revisiting a cafe. Knowledgeable staff who can recommend and provide information about the menu items and coffee beans are highly appreciated. However, some customers have experienced instances of bad service where they were kept waiting or encountered staff who seemed inexperienced or uninterested. Customers value friendly, attentive, and knowledgeable staff who provide efficient, quality service during their cafe visits (see table 4.13).

## 4.2 Findings from Observations

The researchers conducted an observational study involving three potential competitors, which are competitors A, B, and C, within the designated area. The findings are presented as follows:

**(1) Menu and offerings:** The research findings reveal that within Amphor Pakchong, cafes demonstrate distinct approaches in their menu offerings. Cafe A offers Thai-style breakfast options and beverages, attracting customers seeking traditional morning meals. While their coffee selection is adequate, it needs to stand out in terms of variety or specialty options. Cafe B and C emphasize their beverage selection, complementing their drink options with pastries, bread, cakes, and cookies. Cafe B offers a variety of coffee choices but needs more specialty drinks seen. Cafe C stands out in terms of coffee as the cafe offers a wide range of coffee options.

**(2) Customer Service:** Staff members of the three cafes are around two to six. The customer service of Cafe A is characterized by creating a warm and friendly customer environment. Staff prioritizes meeting customer needs and preferences by actively engaging with them and addressing any inquiries or concerns they may have. In contrast, cafes B and C are less friendly and attentive throughout the visit. For example, Cafe B staff show less enthusiasm when interacting with customers and might miss the opportunity to create a first impression. However, based on the observations, no distinctive practices stood out regarding customer service in all the cafes.

**(3) Operations and Efficiency:** Most cafes prioritize operational efficiency and customer satisfaction by implementing queue-calling machines. These systems optimize staff productivity, allocate resources effectively, and minimize customer wait times. Moreover, one standard system is the efficient ordering system digital such as the POS (Point of Sale) system. This helps all cafes streamline the process. However, cafe A needs a clear menu and concise description; a menu with unclear or overly complex descriptions can lead to customer confusion and slow the ordering process.

**(4) Special Events or Promotions:** The strategic approach that the researchers find attractive involves the implementation of inter-cafe discounts within the same chain. An example of this approach can be observed in the practices of Cafe A, wherein a 10% discount is offered to customers for their subsequent visit to Cafe B, both of which are part of the same chain. This mechanism stimulates customer traffic and engagement across various chain locations, fostering cross-promotion opportunities and augmenting overall brand loyalty.



**(5) Customer Feedback and Reviews:** Overall online feedback from the customers highlights both positive and negative aspects. Most customers appreciate the quality of coffee, bakery options, and beverage selection. However, there are also areas of improvement. For example, cafes B and C got comments about the slow service, especially during peak times on Saturday and Sunday. This led to longer waiting times. There was also a complaint about the incorrect orders, which greatly impacted customer satisfaction as the employees did not fix it. Addressing these concerns and building on the cafe's strengths can enhance the overall customer experience and increase customer satisfaction, fostering loyalty and positive word-of-mouth promotion.



## CHAPTER V

### CONCLUSION AND RECOMMENDATIONS

The researcher chose the Business Model Canvas to analyze and describes the cafe's business model, addressing critical aspects such as revenue sources, cost allocation, activities, resources, and customer attraction and retention. It effectively answers the five primary objectives of the thematic paper, where customer segments, value propositions, and channels help the cafe better establish revenue. By using cost structure and revenue streams, the cafe can maintain profitability and produce free cash flow while managing resources effectively. Furthermore, customer segments and relationships will help the cafe attract and retain customers.

#### 5.1 Summary of Research Results

The research employed qualitative methodology and conducted in-depth interviews with cafe owners, employees, and customers. Valuable insights were gathered regarding the cafe's business model, practices, and customer experiences. These findings were organized using the Business Model Canvas for the cafe in Amphor Pakchong and are as follows.

1. **Customer Segments:** The customer base can be categorized into two primary segments: local Thai customers who seek a cozy and convenient environment for socializing and relaxed meals and tourists and travelers looking for cafes in popular tourist spots or high-traffic areas. The cafe will further focus on local marketing to attract more local customers to be more visible to the local community of Amphor Pakchong.
2. **Value Proposition:** The cafe at Amphor Pakchong will be committed to delivering an exceptional dining experience that revolves around four aspects:
  - High-quality food and beverages
  - Warm and inviting service
  - An atmosphere that feels like a home away from home
  - Located next to the main road and easily accessible to Khao Yai, the tourist spot

Our establishment is more than just a cafe; it is a haven for those seeking both culinary delight and heartfelt connections. The menu will set the cafe apart as it caters to those seeking delightful brunch-style options perfect for leisurely mornings and social gatherings. Together with the Thai-Style menus to cater to local Thai customers and local tourists, but also set us apart from the competition, showcasing our commitment to authenticity and cultural appreciation. Located conveniently next to the main road in Khaoyai, our cafe holds a prime position that is easily accessible. Whether the customers are residents or a traveler passing through, they will find the cafe a place to escape from the bustle. The cafe will create a sense of warmth, inviting you to take your time and relish each moment spent within our cozy confines.

3. **Channels:** The cafe engages with customers through various channels, including on-site service where it will emphasize the physical and emotional experience by offering a nostalgic vacation setting that offers an escape from the urban hustle, online ordering and delivery in response to the modern life demand convenience, and social media presence which is not only to share the menu and promotions but there will be the sharing of story, moments to create a sense of connection.
4. **Customer Relationships:** The cafe will leverage social media platforms like Facebook and Instagram for updates and customer engagement. TikTok will be utilized as another platform for reaching customers and helping the cafe to be visually appealing creative content showing the cafe's uniqueness that resonates with modern social media trends. While a loyalty program using Wongnai's CRM system will also be implemented, providing rewards and personalized offers to create a sense of appreciation and reinforce the customers' commitment to their satisfaction. Additionally, the convenient accessibility, which is near the main road and proximity to Khao Yai, can ensure that the cafe will be easily accessible for both residents and tourists and will enhance repeated visits.
5. **Revenue Streams:** The cafe will generate primary revenue by selling mainly food and beverages, including coffee, tea, pastries, cakes, and other menu items. Moreover, we can provide rental space for commercial shooting, utilizing their well-designed environment to offer distinctive backgrounds and atmospheres for professional photography and influencers.
6. **Key Resources:** Key resources for the cafe typically include physical space, equipment, ingredients and supplies, skilled staff, and financial capital.

7. **Key Activities:** Key activities in the cafe include menu planning, skillful preparation and serving of coffee and beverages, delivering exceptional customer service, prioritizing customer satisfaction, enhancing local marketing, and conducting customer surveys. Additionally, proper inventory management, marketing and promotion, financial management, and continual improvement are crucial for successful cafe management.
8. **Key Partnerships:** Key partnerships for the cafe include suppliers for ingredients and consumables, equipment and service providers for efficient functioning and maintenance, and third-party delivery platforms for extended customer reach and delivery services.
9. **Cost Structure:** The cost structure of the cafe primarily includes labor costs: which will be allocated to the skilled head barista, barista helper, two skilled cooks, two attentive servers, and other staff members who contribute to the cafe function. There will also be the cost of ingredient expenses to create a commitment to deliver high-quality food and beverages. The cafe will invest in sourcing credible and quality ingredients to craft culinary offerings. This focus ensures excellence in every bite and sips in the cafe. The equipment expenses include the infrastructure vital for day-to-day operation, such as coffee machines, ovens, kitchenware, and stylish furniture that align with the cafe's aesthetic. There will also be ongoing repair costs and periodic equipment upgrades, ensuring an efficient environment. The selection of the cafe's supplies, including coffee beans, tea leaves, and milk, contributes to the distinct flavors that define the menu. Additionally, the cafe is looking forward to investing in eco-friendly packaging materials that can show the commitment to sustainability and minimize our environmental footprint.

## 5.2 Recommendations

Based on the insights from interviews with cafe owners, employees, and customers, several recommendations can be made to address the identified problems and improve the cafe's operations, work environment, and customer satisfaction. Selecting a strategic location considering accessibility and target demographic is crucial while highlighting unique strengths and offerings, setting the cafe apart, and creating a memorable experience. More importantly, Maintaining high-quality products, particularly in taste, fosters customer loyalty and sustainable profits. The cafe needs to highlight the unique strengths and offerings to

differentiate it from competitors. This may include showcasing signature dishes, specialty beverages, or themed events.

On the other side, staff recommendations include improving communication and collaboration, optimizing staffing and workload management, prioritizing employee well-being, offering competitive compensation, and fostering owner-staff collaboration. This could be done by conducting regular team meetings where staff can openly discuss challenges, share ideas, and provide feedback, providing employees with a flexible scheduling option, enabling them to choose shifts that align with their commitments, and implementing a performance-based bonus system that rewards employees for outstanding service or meeting specific targets. The cafe can foster a more cohesive and motivated team by implementing these staff recommendations.

To address customer concerns, cafes should focus on high-quality food and beverage options by sourcing fresh and locally-sourced ingredients or offering seasonal menus to keep offerings exciting and in line with fresh produce availability. Plus, the cafe should concern with parking availability and accessibility for customers' convenience. To create a comfortable environment, the cafe can provide comfortable seating with cushioned chairs and cozy spaces to encourage customers to relax and enjoy their time or add greenery or plants to create an inviting atmosphere. To have a friendly service and emphasize staff professionalism, the cafe should implement a digital ordering system to reduce wait times and conduct regular customer service training to enhance staff communication and problem-solving skills. Lastly, the cafe should regularly seek continuous customer feedback by placing suggestion boxes or feedback forms or offering incentives, such as a discount on the next visit, to encourage customers to provide feedback. Implementing these recommendations enhances overall operations, customer experience, and long-term success.

### **5.3 Limitations**

Maintaining confidentiality was crucial in the research, as sensitive information related to the participants' businesses had to be handled carefully. To deal with this, creating a safe and private environment ensured that participants felt comfortable sharing personal or sensitive information. The questionnaire was modified to be respectful and followed ethical guidelines. Furthermore, time constraints posed challenges in scheduling interviews, but efforts were made to accommodate the participants' schedules and ensure that sufficient time was allocated for each interview. Lastly, the interviewer's skills and biases could affect the data

collected. To reduce this problem, training is needed to minimize personal influence. Although more participants would have been beneficial, the chosen number was due to limited time and resources. The study aimed to provide trustworthy and valuable insights into the challenges faced by cafes and those involved in the industry.

#### **5.4 Future Research**

Investing more time and resources to improve the cafe's business model at Amphor Pakchong is crucial. Instead of relying solely on in-depth interviews, using both qualitative and quantitative methods is beneficial to understand better, while reliance on quantitative data may cause researchers to miss critical elements of the phenomena they intend to study (Echambadi, 2006). Conducting surveys with a larger group of people and using a wide range of extensive data sources from many entities reduces self biases and enhances the ability to draw more widely conclusions (Echambadi , 2006). Future research should study other aspects, such as sustainability and environmental impact, to understand the role of sustainability and environmental impact in customers' decision-making processes. Next, consumer preferences, market trends, and digital marketing to explore customer preferences and expectations regarding food quality, beverage selection, ambiance, and service experience better to align the cafe's offerings with customer needs and develop a roadmap for the cafe to improve its online presence and customer engagement. The cafe can remain competitive and up-to-date by regularly evaluating and adjusting the business model.

## REFERENCES

- Abrams, R. M., & Kleiner, E. (2003). *The successful business plan: secrets & strategies*. The Planning Shop
- Abrams, R. M., & Kleiner, E. (2003). *The successful business plan: secrets & strategies*. The Planning Shop
- Al Balushi, K. (2016). The use of online semi-structured interviews in interpretive research. *International journal of science and research (IJSR)*, 57(4), 2319-7064.
- Baker, L. (2006). Observation: A complex research method. *Library trends*, 55(1), 171-189.
- Charoenphol, K. (2019). *A Study of Factors Influencing Customers to Select a Cafe*.
- Chuqian, Weng . *A Study on the situation and development of the coffee industry in Thailand. 2018*.
- Coke, A. (2001). *Seven steps to a successful business plan*. Amacom.
- Echambadi, R., Campbell, B., & Agarwal, R. (2006). *Encouraging best practice in quantitative management research: An incomplete list of opportunities*. *Journal of Management Studies*, 43(8), 1801-1820.
- Ehmke, C. (2005). *The Elements of a Business Plan: First Steps for New Entrepreneurs*. United States: Purdue University, Purdue Extension.
- Griffin, M. P. (2015). *How to write a business plan*. American Management Association
- Haag, A. B. (2013). *Writing a successful business plan: An overview*. *Workplace health & safety*, 61(1), 19-29
- Herminda, H., & Nugroho, M. I. (2023). *Built Competitive Advantage Models on Coffee Shop Business in Jakarta*. *Dinasti International Journal of Management Science*, 4(3), 489-495.
- Kasikorn Research Center. (2014). คนไทยแท้ที่เขวเหนือ-อีสาน ช่วงไตรมาสสุดท้ายปี'57... กาดสร้างเม็ดเงินสะพัดสู่ 2 ภาครวมกันมูลค่า 48,500 ล้านบาท. www.kasikornresearch.com.*

## REFERENCES (cont.)

- Maciejewski, G., & Mokrysz, S. (2019). *New trends in consumption on the coffee market. Zeszyty Naukowe Szkoły Głównej Gospodarstwa Wiejskiego w Warszawie. Polityki Europejskie, Finanse i Marketing*, (22 [71]).
- Morse, J. M. (2000). *Determining sample size. Qualitative health research*, 10(1), 3-5.
- Ladd, T. (2018). *Does the business model canvas drive venture success?. Journal of research in marketing and entrepreneurship*.
- Morris, A. (2015). *A practical introduction to in-depth interviewing*. Sage.
- Pigneur, Y., Osterwalder, A. (2013). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Germany: Wiley.
- Pinson, L. (2008). *Anatomy of a business plan : a step-by-step guide to building the business and securing your company's future. Out Of Your Mind & Into The Marketplace*.
- Pongsiri, Kingkan . *Market Feasibility for New Brand Coffee House: The Case Study of Thailand. 2013*.
- Schwetje, G., & Vaseghi, S. (2007). *The business plan: how to win your investors' confidence. Springer Science & Business Media*.
- The Ministry of Tourism and Sports. (2022). *Domestic Tourism Statistics ( Classify by region and province 2022)* [Review of Domestic Tourism Statistics ( Classify by region and province 2022)]. <https://www.mots.go.th>.
- Volpe, Michael . "Pak Chong, Nakhon Ratchasima." *XploreAsia*, [xploreasia.org/pak-chong-nakhon-ratchasima/](http://xploreasia.org/pak-chong-nakhon-ratchasima/). Accessed 5 June 2023.



## BIOGRAPHY

<b>NAME</b>	Miss Kunyarat Kitbumrung
<b>PLACE OF BIRTH</b>	Bangkok Thailand
<b>INSTITUTIONS ATTENDED</b>	Master of Management, Mahidol University, 2023



**APPENDIX A: Interview Transcript - Cafe Owner 1****Date: June, 30 2023****Could you please tell me about yourself, the concept, value, or vision behind your cafe/restaurant?**

I used to work as a chef at Centara, Central World. The reason why I started this cafe and restaurant business was mainly because of the location. Before the pandemic, I came across a place near an international school that I thought would be perfect for a cafe or restaurant, and it was available for rent. Well, besides the location, my background as a chef played a significant role. I have much experience in food and beverage and have some barista skills. So, I had more knowledge and expertise in this area than others. The concept of our cafe/restaurant is to create a welcoming atmosphere where people can come together to enjoy good food and drinks. We aim to provide a diverse menu catering to different tastes and dietary preferences.

**What are your roles and responsibilities you take at the cafe?**

I am looking at the whole picture because I still go to the cafe daily and manage something independently—for example, stock management. We must ensure enough ingredients and supplies to meet our customers' demands. I still have to work the stock by having my mom check the quality at the market. Regular stock checks are conducted, and we order ingredients and supplies based on our projections and customer.

I also design the menu. Menu and drink development is a collaborative process involving our chef, baristas, and myself. We research current food and beverage trends and consider customer preferences. We experiment with different recipes and flavors to create a diverse and enticing menu that caters to a wide range of tastes.

**What are your primary sources of revenue? (e.g., food and beverage sales, catering, merchandise)**

Our primary source of revenue comes from the sale of food and beverages. However, we also have a few additional sources contributing to our income. One of them is renting out our space for commercial photo shoots. We charge 1000 THB per hour for that service. It provides an additional stream of revenue for us. We also offer room rentals for meetings and events. This helps us generate income as well. We have different packages and pricing options depending on the duration and size of the event. We get an average of 20-30% of the profit margin per cup of coffee.

**What are the major cost components of running your cafe? (e.g., rent, labor, ingredients, utilities)**

Running a cafe involves various cost components. Two significant expenses are the salaries of our staff and the cost of ingredients for our food and beverages.

**What are the primary activities involved in operating your cafe? (e.g., food preparation, customer service, marketing) Could you provide an overview of the daily activities that your restaurant typically performed**

Our daily activities revolve around food preparation, customer service, order management, cleaning and maintenance, inventory management, cash handling, marketing and promotion, and various administrative tasks.

**Are there any suppliers, distributors, or other business partners you rely on to run your cafe successfully?**

We have suppliers for ingredients, as well as suppliers for coffee cups and straws. These partners ensure a steady supply of high-quality components for our food and beverages.

**What key factors set your cafe/restaurant apart from competitors in the area? Who are your competitors? What makes your cafe unique?**

The location of our cafe plays a significant role in our success. We have strategically chosen an area with limited cafes or restaurants nearby. Our cafe is beside an international school, catering to parents with higher purchasing power. This allows us to target and serve this specific customer group effectively. By being close to the international school, we can attract and retain this customer segment, ensuring a consistent customer base. The location has been a critical factor in our ability to establish and maintain our business.

**How would you describe your target customer? How do you acquire new customers? Through social media, advertisement, or word-of-mouth?**

Our target customers primarily consist of parents from the nearby school. These parents typically have higher purchasing power where they used to spend time at the cafe waiting for their children. And we tailor our offerings to meet their preferences and expectations. To acquire new customers, we utilize social media platforms. We maintain an active presence on platforms like Instagram and Facebook, showcasing our menu, promotions, and engaging content. In addition to social media, we leverage other marketing channels, such as television shows and influencer collaborations. By

appearing on relevant TV shows or partnering with popular influencers, we increase our visibility and generate interest in our cafe among a broader audience.

**Which channels are you using to retain your recent customers?**

We prioritize the quality of our food to ensure a consistent and exceptional taste. Our offerings' taste and consistency make customers want to come back. In addition to food quality, we have implemented a loyalty program to incentivize customer retention further. Through our OCHA POS system, customers can collect points for free. For every 100 THB spent, customers receive 2 points, which is equivalent to 2 baht. This point system rewards customers for their continued patronage. It encourages them to return to our cafe, knowing they can accumulate points redeemed for discounts or other rewards in the future.

**Is there anything else you want to share about your cafe/restaurant and your journey as an owner?**

Yes, there are a couple of things I'd like to mention. Firstly, the location of your cafe is vital for gaining recognition. More than just relying on social media is required. Having a strategic location helps attract customers and build a reputation. It's crucial to understand your customers and their preferences. Knowing your target audience allows you to tailor your offerings and provide a better experience. Adjusting and catering to their needs can foster customer loyalty and build a solid customer base.

## **APPENDIX B: Interview Transcript - Cafe Owner 2**

**Date: June, 30 2023**

**Please tell me about yourself, the concept, value, or vision behind your cafe/restaurant.**

My name is Tong, and I own Sunny Brew in Pattaya. Our cafe is all about a handcrafted and homemade experience where customers can feel at home. Our concept is to provide high-quality products with a homey feel. We believe in giving importance to quality, even if our prices might be higher than the market average. Our vision is to create a welcoming space where people can relax, enjoy their time, and capture beautiful moments, as we offer an open space for photo shooting. We wanted to provide a different experience for our customers, where they can feel like they are in a comfortable and creative area.

**What are the roles and responsibilities you take at the cafe?**

My primary roles and responsibilities include checking coffee shots and ensuring their quality. I also oversee the cafe's overall organization, ensuring everything runs smoothly.

I take pride in maintaining the quality of our coffee and ensuring our customers have a pleasant experience. Additionally, overseeing the organization helps create a positive environment for staff and customers.

**What are your primary sources of revenue? (e.g., food and beverage sales, catering, merchandise)**

Our primary source of revenue comes from selling food and beverages. That's the core of our business. In addition to food and drinks, we generate revenue by selling frozen croissants and cakes. Although it's a smaller portion of our overall revenue, it provides an additional income stream.

**What are the major cost components of running your cafe? (e.g., rent, labor, ingredients, utilities)**

We have several significant cost components, including salary expenses, utility bills, and the cost of ingredients for our menu items. One advantage we have is that we don't have to worry about rental fees, which helps reduce our expenses. To manage costs effectively, we closely monitor our salary expenses, keep track of utility bills, and carefully control the cost of ingredients.

**What are the primary activities involved in operating your cafe? (e.g., food preparation, customer service, marketing) Could you provide an overview of the daily activities that your cafe typically performed**

Our daily activities revolve around food preparation, customer service, order management, cleaning and maintenance, inventory management, cash handling, marketing and promotion, and various administrative tasks. Moreover, we also have to prepare the bakery each day as our cafe serves 100% homemade.

**Are there any suppliers, distributors, or other business partners you rely on to run your cafe?**

Our suppliers are just like almost every cafe. We rely on the suppliers of ingredients and also the equipment.

**What key factors set your cafe/restaurant apart from competitors in the area? Who are your competitors? What makes your cafe unique?**

There are few competitors in our 5km radius as most focus on selling coffee. However, what makes us unique is that we offer a combination of a cafe and bakery experience. Our main competitors would be other cafes and bakeries in the area, although there are few. Our uniqueness stems from our homemade bakery items and the friendly service we provide. We treat our customers like friends, creating a warm, welcoming atmosphere that sets us apart.

**How would you describe your target customer? How do you acquire new customers? Through social media, advertisement, or word-of-mouth?**

Our target customers are primarily families. We aim to provide a welcoming and family-friendly atmosphere at our cafe. To attract new customers, we utilize a combination of strategies. We mainly focus on social media platforms by running targeted ads. Additionally, we collaborate with influencers to reach a wider audience. Word-of-mouth referrals and positive reviews on dedicated review pages also play a significant role in acquiring new customers.

**Which channels are you using to retain your recent customers?**

To retain our recent customers, we utilize Wongnai's CRM system. It allows us to engage with our customers as members, providing personalized offers, discounts, and promotions.

**Is there anything else you want to share about your cafe/restaurant and your journey as an owner?**

I want to highlight the importance of what we can do best. Identifying our strengths and unique offerings is crucial to stand out in the market. I advise against copying others. Instead, we should strive to create our own identity and differentiate ourselves from competitors. I believe in building customer loyalty and ensuring they return rather than focusing solely on one-time purchases.

Providing a memorable experience and consistently delivering quality offerings is vital to maintaining a loyal customer base.



## **APPENDIX C: Interview Transcript - Cafe Owner 3**

**Date: July, 04 2023**

**Please tell me about yourself, the concept, value, or vision behind your cafe/restaurant.**

My concept and vision for the cafe/restaurant I want to create go beyond just a traditional cafe. I aim to create a unique architectural landmark that stands out. My chosen location differs from a typical tourist attraction, so I see an opportunity to make it a landmark for Ratchaburi. Creating this landmark requires a significant investment, but it will be worth it to establish a distinct presence in the area. My goal is to create an extraordinary space that offers exceptional food and beverages and becomes a symbol of pride for the community.

**What are the roles and responsibilities you take at the cafe?**

As the owner, I have multiple responsibilities. I take care of the finance part and manage the back office operations. I'm involved in planning menus and promotions for special events with my staff. Additionally, I handle ingredient procurement and have an overall view of the cafe's operations. We also have a designated head employee who takes care of the bar and a head chef responsible for the kitchen.

**What are your primary sources of revenue? (e.g., food and beverage sales, catering, merchandise)**

The majority of our revenue comes from the sales of food and beverages. This forms the core of our business. Additionally, we generate a minority of revenue by renting out our space for commercial purposes.

**What are the major cost components of running your cafe? (e.g., rent, labor, ingredients, utilities)**

The major cost components of running our cafe are ingredients and staff salaries. Since we don't have rental costs, we primarily focus on managing these expenses. We carefully source ingredients to ensure quality while keeping costs under control. We also strive to optimize staff scheduling and productivity to manage labor costs effectively. Additionally, our product margin averages around 50-60%, which helps maintain profitability without compromising on the quality of our offerings

**What are the primary activities involved in operating your cafe? (e.g., food preparation, customer service, marketing) Could you provide an overview of the daily activities that your cafe typically performed**



**Are there any suppliers, distributors, or other business partners you rely on to run your cafe successfully?**

The main suppliers are coffee suppliers, food suppliers, beverage suppliers, and equipment suppliers.

**What key factors set your cafe/restaurant apart from competitors in the area? Who are your competitors? What makes your cafe unique?**

The key factors that distinguish our cafe include the location where it doesn't have a big cafe, and unique architecture. While other nearby cafes may exist, we don't view them as direct competitors but as friends in the same industry. The nearest competitor is located in Kanchanaburi, which is far away—having a community of cafes nearby benefits us all, as it attracts more customers and creates a thriving cafe culture. This collaborative mindset and our distinct location contribute to the uniqueness of our cafe.

**How would you describe your target customer? How do you acquire new customers? Through social media, advertisement, or word-of-mouth?**

Our target customers are diverse, so specifying a particular demographic is challenging. We attract visitors passing through Ratchaburi. We acquire new customers through a combination of social media advertisements and word-of-mouth. We occasionally collaborate with influencers but have never spent excessive money on influencer marketing.

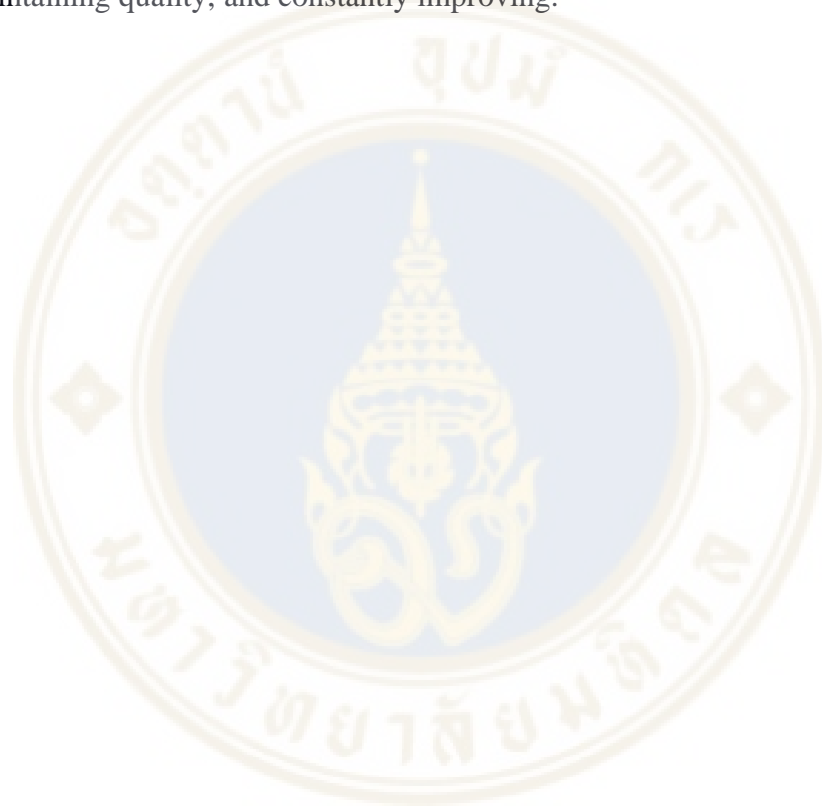
**Which channels are you using to retain your recent customers?**

We primarily use Facebook and Instagram to engage with and retain our recent customers. These platforms allow us to share updates and promotions and interact with our audience to keep them informed and interested in our cafe.

**Is there anything else you want to share about your cafe/restaurant and your journey as an owner?**

As an owner, knowing your customer and target audience is one of the most crucial aspects I've learned. This knowledge allows me to tailor my offerings and create a memorable experience that resonates with my customers' preferences. Setting high standards for food and beverages is important. Taste and quality are the foundation that can bring customers back. A cafe is not just about the location and architecture; it's about the overall experience and the satisfaction of the customers. Nowadays, people invest a lot in creating cafes, but paying attention to the environment and comfort is important to bring the customers back. Opening a cafe requires a significant

investment, so having some money on hand is better before starting. It would help if you went all-in to ensure your customers keep returning. Maintaining high quality and emphasizing your unique selling points are essential. During the low season, it can be challenging, so being prepared and maintaining consistent quality is vital. The cafe industry can have a high-profit margin if managed well. However, it's important to constantly check the quality of ingredients, as they directly impact the taste and overall experience. Maintaining the quality and taste over time can establish a loyal customer base and ensure a sustainable profit margin. Running a cafe is a journey that requires dedication and attention to detail. You can create a thriving establishment by focusing on customer satisfaction, maintaining quality, and constantly improving.



**APPENDIX D: Interview Transcript - Cafe Employee 1****Date: June, 30 2023****Can you tell me about yourself? Previous experience working in the food and beverage industry? What attracted you to apply for a position at the cafe?**

My name is Nasrine, and currently, I am working as a barista at a cafe near Sukhumvit 33/1. I have been in the food and beverage industry for three years, gaining valuable experience.

**What is your current salary?**

As a part-time worker, I receive 110 THB per hour. On average, I work around 8 hours per day. For full-time positions, the salary starts at 15,000-18,000 THB and increases gradually yearly. We receive extra payment per hour or an extra day worked for overtime work. We also have social security coverage as part of our benefits package.

**What are your roles and responsibilities each day?**

My daily responsibilities include managing stock, setting coffee shots, preparing bakery items, and serving both at the speed bar and slow bar. Additionally, I am responsible for washing dishes to maintain cleanliness. There are weekly tasks that we need to accomplish. These tasks, such as cleaning and checking stock, are usually done when no customers are present. The owner sets these weekly job assignments for us.

**From your perspective, what are the key strengths and weaknesses of the cafe?**

One of the key strengths of the cafe is its strong focus on coffee and coffee beans. We prioritize delivering high-quality coffee to our customers. One area where we can improve is in offering additional menus. Our emphasis on coffee sometimes leads to a need for more variety in our menu options.

**Can you provide suggestions for potential areas of growth or expansion?**

I want to suggest an additional menu.

**What are your thoughts on the operational aspects of the cafe, such as staffing requirements, working hours, and inventory management?**

When it comes to staffing requirements, it's essential to consider the diverse needs of our customers. They come in many forms, and we should ensure we have a team capable of meeting their expectations. In terms of working hours, having more communication among the staff would be beneficial. We can better address challenges and support one another by fostering a collaborative environment. Regarding inventory management, it's essential to have effective

communication channels to ensure accurate tracking and efficient restocking. Regular updates and open communication among team members help streamline the process. We can create a more harmonious and efficient work environment by prioritizing these aspects.

**Is there any specific equipment, technology, or systems that would be essential for the smooth operation of our new cafe?**

No, everything is fine for me. I think everything is on us, also

**Do you have any ideas or insights on enhancing customer satisfaction and loyalty through the business plan?**

I have observed that the shop is doing well regarding customer service. The owner has trained the staff effectively, emphasizing the importance of providing excellent service. One key aspect is ensuring that staff members avoid saying "I don't know" and instead find ways to assist customers. The owner constantly reminds the staff of the significance of good service, reinforcing its importance in creating a positive customer experience. Additionally, no clear line separates the owner and the team, creating a comfortable and welcoming work environment.

**How can the business plan help improve employee engagement and motivation within the cafe?**

I am happy with what the cafe has to offer. One way the business plan contributes to employee engagement is by allowing us to drink as much as we want while working. However, for food, we still need to purchase it.

The cafe allows us to take home any leftover snacks if they are not made in-house. This gesture shows consideration for minimizing waste and providing a benefit to employees.

We also receive social security coverage as part of our benefits package. This provides financial security and demonstrates the cafe's commitment to our well-being.

**Is there anything else you would like to contribute or suggest regarding the cafe's business planning process?**

I want to highlight the owner's approachability and willingness to work with the staff to address any issues. This open and collaborative mindset is highly beneficial for the business planning process.

When the owner actively involves the staff in problem-solving and decision-making, it creates a sense of ownership and fosters a stronger team dynamic.

**APPENDIX E: Interview Transcript - Cafe Employee 2****Date: July, 09 2023****Can you tell me about yourself? Previous experience working in the food and beverage industry? What attracted you to apply for a position at the cafe?**

I've been passionate about working in the food and beverage industry since I was 19. I started as a barista assistant, learning the basics of coffee preparation and customer service. Over time, I realized that coffee was my true passion and decided to pursue it further. I was determined to gain more experience and become a skilled barista. I embraced opportunities to participate in competitions and further develop my coffee-making skills. Eventually, I landed a job as a chief barista at a cafe in Khao Yai, where I also took on managerial responsibilities.

**What is your current salary?**

32,000 THB salary with no overtime

**What are your roles and responsibilities each day?**

As a chief barista, my primary responsibility would be taking care of the cafe. This would include ensuring smooth operations, managing inventory, and maintaining cleanliness. I would also assist in making coffee, engaging with customers, and providing excellent service.

**From your perspective, what are the key strengths and weaknesses of the cafe?**

The cafe has gained popularity in terms of strengths, and we see a constant flow of customers. The crowded atmosphere is a testament to our appeal, and we have managed to create a welcoming ambiance that keeps people coming back. The waiting queue is indeed a weakness that we're actively addressing. We're working on optimizing our processes, such as enhancing efficiency and exploring options like online ordering to reduce wait times. We aim to provide a seamless experience for valued customers like yourself. We acknowledge the need for additional staff to ensure a smooth operation during peak times. We're actively working on expanding our team by hiring more skilled individuals who share our passion for coffee and customer service. Rest assured; we're committed to improving in this area. Rapid growth does come with its own set of challenges. We need to maintain the quality of our products and services while scaling up. We carefully manage this growth by ensuring we have the necessary resources, training programs, and infrastructure to meet the increasing demand. Our goal is to grow sustainably while consistently delivering exceptional customer experiences.

**Can you provide suggestions for potential areas of growth or expansion?**

One area we could consider is investing more in equipment and machines. By upgrading our tools, we can increase our production capacity and efficiency. This could help us meet the growing demands of our customers and take on larger projects. Another area they should invest more in is people or hire more people to decrease the workload.

**What are your thoughts on the operational aspects of the cafe, such as staffing requirements, working hours, and inventory management?**

Overall, the overall picture and management of the cafe are nuanced. However, one issue we're facing is needing more employees to handle the workload effectively. The need for more employees is causing some challenges. We often find ourselves understaffed during peak hours, leading to longer customer wait times and added stress for our current team members.

**Is there any specific equipment, technology, or systems that you think would be essential for the smooth operation of our new cafe?**

One piece of equipment that could significantly enhance our operations is a queue-calling system. This technology allows us to efficiently manage customer queues and notify them when their order is ready. Nowadays, the servers need to walk around and find the number of the line the employees hold. We need to find out where our customers will sit so we have to walk around and find them.

**Do you have any ideas or insights on enhancing customer satisfaction and loyalty through the business plan?**

One way to enhance customer satisfaction and loyalty is by encouraging positive relationships in the workplace. Employees with strong bonds and a supportive environment often translate into better customer service. The owner only provides a little support to the employees. To address this, it's essential to have regular meetings or feedback sessions where employees can share their concerns, ideas, and suggestions. The owner should actively listen and take action to address any issues raised.

**How can the business plan integrate strategies to enhance employee engagement and motivation within the cafe?**

One thing that stands out is that the company offers an apartment for employees. This helps significantly in terms of the staff's fixed and travel costs. Another one is the staff outings organized by the cafe. These outings allow employees to bond outside of work and build stronger relationships. It's a fun way to foster a sense of community and teamwork. Also, we see a clearer picture of what the cafe wants and where it wants to be in the future.

**Is there anything else you would like to contribute or suggest regarding the cafe's business planning process?**

It's also important to prioritize employee well-being and work-life balance. Offering flexible schedules, paid time off, and supporting personal growth and development can help create a healthy and engaged workforce. The owner should ensure that their employees are adequately compensated and rewarded for their hard work. Offering competitive salaries and benefits packages and recognizing outstanding performance through incentives or bonuses can motivate our employees to excel and foster loyalty.



**APPENDIX F: Interview Transcript - Cafe Customer 1****Date: June, 29 2023****Could you please tell me more about yourself and your lifestyle?**

I currently work at HSBC in Trade Finance. My typical work schedule is from 9 am to 6 pm. After work, I sometimes hit the gym or do some exercise to stay active. On weekends, I mostly prefer staying at home and relaxing.

**How often do you visit cafes? What are the preferred times of day for visiting?**

I visit cafes occasionally, around 2-3 times a month. It's a nice treat for me. I prefer visiting in the afternoon. I enjoy the natural light during that time, and it's not too early or too late in the day. It's just the right time for a relaxing cafe experience.

**What factors influenced your decision to visit a certain cafe? Are there any specific criteria or factors that attract you to a particular cafe?**

There are a few factors that come into play. Firstly, I consider the lighting of the cafe. I prefer places with ample natural light or cozy and well-designed interior lighting. It sets a pleasant ambiance for enjoying my time there. Location is important to me. I look for cafes that are conveniently located, either near my home, workplace, or in areas I frequently visit. Accessibility plays a role in my decision. Overall environment plays a significant role for me. I look for a comfortable and welcoming atmosphere, with friendly staff and a clean, well-maintained space. It's essential to have a place where I feel relaxed and can enjoy my time, whether alone or with friends

**What are the main qualities or attributes that you look for when choosing a cafe to visit?**

The main qualities I look for are the environment, design, and location of the cafe. By environment, I mean the overall atmosphere of the cafe. I prefer a cozy and inviting environment where I can relax and enjoy my time. As for design, I appreciate cafes with a visually appealing and well-thought-out interior. It adds to the overall experience. Location plays a role in convenience for me. I look for cafes that are easily accessible and located in areas I frequent. It's nice to have a cafe nearby that I can easily visit without going out of my way

**Do you currently have your favorite cafe? What do you like or dislike about their current options?**



Yes, I do. There's a cafe that I really enjoy visiting which is FRAN'S. I love the cafe's environment. It has a cozy and welcoming atmosphere that makes me feel comfortable. The food they offer is also delicious and satisfying. The only thing I dislike is that sometimes the cafe gets too crowded. It can be a bit overwhelming when there are too many people, especially during peak hours

**What role does the quality of food and beverages play in your decision to visit and revisit a cafe?**

The quality of food and beverages is a significant factor for me. It plays a crucial role in my decision-making process. I prefer cafes that offer a variety of food options because it allows me to spend quality time with my friends and family. I'm not fond of cafes that only serve drinks and simple snacks like french fries. A good selection of food can make me stay longer and enjoy the experience. I'm open to various food styles, depending on the cafe's theme. It can be international cuisine or even Thai food. However, if a cafe offers Thai food, it's more appealing to me if it has some unique gimmick or twist to make the experience more interesting.

**What are your preferred drink or food options when visiting a cafe? (e.g., coffee, tea, specialty beverages). Do you have any dietary restrictions or preferences that a cafe should accommodate?**

My go-to drink option at a cafe is an Americano. I enjoy the bold and rich flavors of a well-made coffee. As for food, I often opt for western dishes like spaghetti, and I also love brunch items like avocado toast. Personally, I don't have any specific dietary restrictions or preferences. However, some of my friends prefer plant-based milk options like almond or oat milk in their drinks. It would be great if the cafe can accommodate those requests.

**What will be your preferred seating arrangements and overall comfort level of the cafe? Do you find it is important?**

**Do you have any preferences or expectations regarding customer service when you visit cafes? Have you ever experienced bad service?**

Absolutely. I expect attentive and prompt service when I visit cafes. Unfortunately, I have experienced bad service in the past when staff did not take proper care of me. For example, making me wait for a long time without providing any seating or assistance. I don't like when staff members are too picky or overly strict, but I do prefer them to be readily available when I need help. It's important that they are easily accessible if I require assistance or have any questions. It would be nice if the staff is knowledgeable and skilled at recommending items. For instance, knowing which

menu items are the best sellers or offering suggestions based on customer preferences can enhance the overall experience

**How do you discover new cafes to visit? Do you rely on recommendations, online reviews, or other sources?**

I mostly rely on social media to discover new cafes. Peer reviews, recommendations from friends, or following cafe pages and bloggers on platforms like Instagram and Facebook are my go-to sources. They often provide insights into interesting cafes and their offerings

**Would you be interested in participating in loyalty programs or receiving special offers from a cafe?**

Yes, it's a coffee shop near my office that I pass by every day when I go to work. I would love to participate in their loyalty program or receive special offers. I've seen some cafes use loyalty programs where you can collect points through a mobile application like LINE. For example, they may offer a "buy 10, get 1 free" deal, where you accumulate points for each purchase and eventually get a free item

**At what price do you feel it is acceptable for food and beverages at the cafe?**

For my daily coffee in the city, I usually spend around 60-100 THB. That price range feels reasonable to me. However, for specialty coffee or occasional treats, I don't mind spending a bit more.

**Are there any specific concerns or pain points you've experienced when visiting cafes in the past?**

Well, one thing that bothers me is when a cafe goes overboard with decorations like trees and waterfalls. It feels a bit excessive and takes away from the cozy atmosphere. I prefer a simpler and more relaxed ambiance

**If we are going to open the new cafe at Amphor Pakchong, what will be the first thing you are concerned about before coming to visit?**

Well, I'm mainly concerned about two things: the location and the food. I usually read online reviews to get an idea of what to expect. However, even if the food is good, I still consider the cafe's design. If I don't like the overall ambiance, it might affect my decision. But regardless, good service is also crucial for me to consider a second visit

**APPENDIX G: Interview Transcript - Cafe Customer 2****Date: June, 30 2023****Could you please tell me more about yourself and your lifestyle?**

I just graduated from the UK. Currently, I'm unemployed, so my lifestyle is focused on exploring different opportunities and figuring out my next steps.

**How often do you visit cafes? What are the preferred times of day for visiting?**

I usually visit a cafe once every weekend. It's become a little ritual for me. As for the preferred time, I enjoy going around noon because that's when I usually have brunch at the cafe. It's a great way to start my day and indulge in some delicious food.

**What factors influenced your decision to visit a certain cafe? Are there any specific criteria or factors that attract you to a particular cafe?**

I don't prefer coffee chain cafes because they are mostly packed with people and uncomfortable. The atmosphere is not good, and the coffee is not of good quality. What attracts me to a particular cafe is if they have good food options

**What are the main qualities or attributes that you look for when choosing a cafe to visit?**

The quality of food and coffee are the main qualities I look for when choosing a cafe

**Do you currently have your favorite cafe? What do you like or dislike about their current options?**

Yes, my favorite cafe is Flat White Cafe. I like their pancake, which is very good, and their coffee is good too. What I dislike about other cafes is that most of them have coffee that tastes like milk with a coffee flavor

**What role does the quality of food and beverages play in your decision to visit and revisit a cafe?**

The quality of food and beverages plays the most important role for me. The coffee comes next in terms of importance.

**What are your preferred drink or food options when visiting a cafe? (e.g., coffee, tea, specialty beverages). Do you have any dietary restrictions or preferences that a cafe should accommodate?**

I usually prefer iced americano or flat white when visiting a cafe. I don't have any dietary restrictions or preferences that a cafe needs to accommodate.

**What will be your preferred seating arrangements and overall comfort level of the cafe? Do you find it is important?**

Preferred seating arrangements would be spacious and not overly packed. I don't like high turnover. Overall comfort level is very important to me.

**Do you have any preferences or expectations regarding customer service when you visit cafes? Have you ever experienced bad service?**

I don't have any specific preferences, but I believe that good service is important for a second-time visit. If I experience bad service even once, I might not visit the cafe again in the future

**How do you discover new cafes to visit? Do you rely on recommendations, online reviews, or other sources?**

I discover new cafes mostly through social media and peer reviews.

**Would you be interested in participating in loyalty programs or receiving special offers from a cafe?**

Yes, I would be interested in participating in loyalty programs, such as stamp collecting where I can get 10 free drinks after collecting a certain number of stamps

**At what price do you feel it is acceptable for food and beverages at the cafe?**

I feel that prices should not exceed 140 THB.

**Are there any specific concerns or pain points you've experienced when visiting cafes in the past?**

I have concerns regarding the food quality, availability of parking space, and cafes being overly packed

**If we are going to open the new cafe at Amphor Pakchong, what will be the first thing you are concerned about before coming to visit?**

If I have a trip to Khaoyai and the cafe is not overly packed, I would be interested in visiting.

**APPENDIX H: Interview Transcript - Cafe Customer 3****Date: July, 03 2023****Could you please tell me more about yourself and your lifestyle?**

I'm an entrepreneur based in Lopburi and Nakhon Ratchasima. I am working in both places and my lifestyle is quite dynamic, with a busy schedule managing my business ventures in different locations.

**How often do you visit cafes? What are the preferred times of day for visiting?**

I actually drink coffee every day as a part of my daily routine. I have three go-to coffee shops that I visit regularly, depending on the direction I'm heading each day. So, my cafe visits are quite frequent

**What factors influenced your decision to visit a certain cafe? Are there any specific criteria or factors that attract you to a particular cafe?**

There are a few factors that influence my decision to visit a specific cafe. Firstly, I consider the location, preferably one that looks natural and blends well with the surroundings. Secondly, I look for a good vibe and comfortable seating areas. I'm not into cafes with huge architecture that lack a cozy atmosphere

**Do you currently have your favorite cafe? What do you like or dislike about their current options?**

I don't have a specific favorite cafe at the moment. However, I tend to prefer cafes that provide a comfortable and cozy environment where I can relax and enjoy my time. Comfort is a priority for me

**What role does the quality of food and beverages play in your decision to visit and revisit a cafe?**

While the quality of food and beverages is important, when I visit cafes, I primarily go for coffee. So, the quality of the coffee they serve is a key factor in my decision to visit and potentially revisit a cafe

**What are your preferred drink or food options when visiting a cafe? (e.g., coffee, tea, specialty beverages). Do you have any dietary restrictions or preferences that a cafe should accommodate?**

When I visit a cafe, my preferred drink is an iced americano with no sugar. I don't have any specific dietary restrictions or preferences that cafes need to accommodate. I enjoy keeping it simple and straightforward.

**What will be your preferred seating arrangements and overall comfort level of the cafe? Do you find it is important?**

Comfort is definitely important to me when it comes to seating arrangements at a cafe. I prefer a place where I can spend time and enjoy the vibe without feeling rushed. It's crucial to have a comfortable environment to fully appreciate my coffee experience

**Do you have any preferences or expectations regarding customer service when you visit cafes? Have you ever experienced bad service?**

I don't have any specific preferences, but I appreciate staff who are knowledgeable about the products they offer and can make recommendations. I prefer a friendly and helpful approach. I haven't had any particularly bad service experiences, but I value a no-pressure sales approach.

**How do you discover new cafes to visit? Do you rely on recommendations, online reviews, or other sources?**

When looking for new cafes to visit, I usually rely on Google Maps to explore nearby options. I also consider recommendations from friends and family, and occasionally check online reviews to get an idea of the cafe's reputation

**Would you be interested in participating in loyalty programs or receiving special offers from a cafe?**

It would be nice to participate in loyalty programs or receive special offers from cafes. However, based on my past experiences, I haven't actively participated in any loyalty programs. But if there's a cafe I frequently visit, I would definitely be interested

**At what price do you feel it is acceptable for food and beverages at the cafe?**

I feel that a price range of 65 to 200 THB is acceptable for food and beverages at a cafe. However, the price may vary depending on the quality and type of coffee beans being used.

**Are there any specific concerns or pain points you've experienced when visiting cafes in the past?**

One concern I've had when visiting cafes is the availability of parking space, especially in busy areas. It can be inconvenient if parking is limited or challenging to find. That's something I consider when planning my cafe visits

**If we are going to open the new cafe at Amphor Pakchong, what will be the first thing you are concerned about before coming to visit?**

If a new cafe is opening at Amphor Pakchong, the first thing I would be concerned about is the availability of parking space. It's crucial for me to have a hassle-free parking experience when visiting a cafe. Additionally, I would also consider checking reviews and awards to get an idea of the cafe's reputation before deciding to visit



**APPENDIX I: Interview Transcript - Cafe Customer 4****Date: July, 03 2023****Could you please tell me more about yourself and your lifestyle?**

I enjoy cafe hopping and exploring different cafes. It's a fun hobby for me, and I try to do it twice a month. During each visit, I like to spend the entire day exploring multiple cafes

**How often do you visit cafes? What are the preferred times of day for visiting?**

As a cafe hopper, I visit cafes twice a month. However, when I go on my cafe hopping adventures, I like to spend the whole day exploring different cafes. There is no specific preferred time; I usually visit cafes throughout the day

**What factors influenced your decision to visit a certain cafe? Are there any specific criteria or factors that attract you to a particular cafe?**

The style and decoration of a cafe greatly influence my decision to visit. I'm attracted to cafes with a homie and woody ambiance. Additionally, as I don't drink coffee, the presence of bakery and cake menus plays a significant role in attracting me to a particular cafe.

**Do you currently have your favorite cafe? What do you like or dislike about their current options?**

As a cafe hopper, I don't have a favorite cafe that I revisit. I prefer to explore new cafes each time to have different experiences

**What role does the quality of food and beverages play in your decision to visit and revisit a cafe?**

The quality of food and beverages is important to me when visiting a cafe. I enjoy it when cafes offer a variety of snacks and bakery items alongside the drinks. It enhances the overall experience for me.

**What are your preferred drink or food options when visiting a cafe? (e.g., coffee, tea, specialty beverages). Do you have any dietary restrictions or preferences that a cafe should accommodate?**

When visiting a cafe, I prefer soda drinks and Matcha Latte. However, I usually order my drinks with less sweetness. I don't have any dietary restrictions, so I'm open to exploring different options on the menu

**What will be your preferred seating arrangements and overall comfort level of the cafe? Do you find it is important?**



The seating arrangements and overall comfort level of a cafe are very important to me. I prefer a place where there are enough seats available, as I dislike it when a cafe is overly packed and I can't find a seat. Comfort is key for me to fully enjoy my time at the cafe

**Do you have any preferences or expectations regarding customer service when you visit cafes? Have you ever experienced bad service?**

I haven't yet experienced bad service at cafes. However, when visiting a cafe during peak hours, I expect the staff to take care of customers evenly, ensuring everyone receives attention and assistance

**How do you discover new cafes to visit? Do you rely on recommendations, online reviews, or other sources?**

To discover new cafes, I primarily use Google Maps and explore the nearby cafes. I also rely on recommendations from friends, as well as browse through cafe-related content on Instagram and Facebook

**Would you be interested in participating in loyalty programs or receiving special offers from a cafe?**

As a cafe hopper, I don't visit the same cafe multiple times, so I wouldn't actively participate in loyalty programs or seek special offers

**At what price do you feel it is acceptable for food and beverages at the cafe?**

For food and beverages at cafes, I feel that a price range of 60 to 100 THB is acceptable. However, for matcha drinks, I would consider a maximum price of around 150 THB

**Are there any specific concerns or pain points you've experienced when visiting cafes in the past?**

Yes, there have been some concerns. One is when cafes are overly packed with people and there are no available seats. Another concern is the availability of parking space, especially in busy areas

**If we are going to open the new cafe at Amphor Pakchong, what will be the first thing you are concerned about before coming to visit?**

Before visiting a new cafe at Amphor Pakchong, I would first check the reviews and awards to get an idea of the cafe's reputation. Additionally, I would consider the overall vibe and ambiance as well as the availability of parking space

**APPENDIX J: Interview Transcript - Cafe Customer 5****Date: July, 03 2023****Could you please tell me more about yourself and your lifestyle?**

I am a full-time PhD student. My lifestyle is quite busy with my academic commitments, but I try to find time for relaxation and enjoying the little pleasures in life, such as visiting cafes during weekends

**How often do you visit cafes? What are the preferred times of day for visiting?**

I usually visit cafes once or twice every weekend. It's a great way for me to unwind and take a break from my studies. I prefer going during the weekends when I have more free time and can fully enjoy the experience

**What factors influenced your decision to visit a certain cafe? Are there any specific criteria or factors that attract you to a particular cafe?**

There are a few factors that influence my decision to visit a particular cafe. Firstly, the location is important, especially if there is ample parking space available. I find it convenient and hassle-free when I can easily park my car near the cafe. Additionally, I tend to avoid coffee chain cafes that are packed with many people. I prefer a more relaxed atmosphere with a minimal and Muji-like aesthetic. That kind of ambiance really attracts me to a cafe.

**Do you currently have your favorite cafe? What do you like or dislike about their current options?**

I don't have a favorite cafe in mind at the moment. In recent years, I've found that many cafes don't prioritize quality as much as they used to. Moreover, they tend to be overly packed, which affects the overall comfort and enjoyment of the experience. Additionally, the service in some cafes is not up to standard. I appreciate when the staff is friendly, attentive, and knowledgeable about the offerings. Good service is definitely a plus point for me

**What role does the quality of food and beverages play in your decision to visit and revisit a cafe?**

The quality of food and beverages plays a significant role in my decision to visit and revisit a cafe. I am quite particular about the taste and presentation of the coffee. A well-brewed cup of coffee with rich flavor is something I truly enjoy. When it comes to food, I look for cafes that offer not

just good coffee but also a range of delicious snacks and food options. I prefer a cafe that pays attention to the quality of their menu offerings

**What are your preferred drink or food options when visiting a cafe? (e.g., coffee, tea, specialty beverages). Do you have any dietary restrictions or preferences that a cafe should accommodate?**

When visiting a cafe, I usually opt for an iced americano as my go-to drink. I enjoy the refreshing taste and the caffeine boost it provides. As for food options, I don't have any specific preferences, but I appreciate cafes that offer special types of beans for their coffee. It adds a unique touch to the experience. Fortunately, I don't have any dietary restrictions, so I'm open to exploring various options on the menu.

**What will be your preferred seating arrangements and overall comfort level of the cafe? Do you find it is important?**

The seating arrangements and overall comfort level of the cafe are extremely important to me. I prefer a spacious and comfortable seating area where I can relax and enjoy my time without feeling cramped. I don't particularly enjoy cafes with high turnover and constantly crowded spaces. It's vital for me to have a comfortable environment to fully savor my coffee and food

**Do you have any preferences or expectations regarding customer service when you visit cafes? Have you ever experienced bad service?**

Yes, I do have preferences and expectations when it comes to customer service at cafes. Friendly and attentive staff who know their job well are highly appreciated. It's great when the staff can recommend menu items or provide information about the coffee beans they use. On the other hand, I have experienced instances of bad service where I was kept waiting for a long time or encountered staff who seemed inexperienced or uninterested. Such experiences can be disappointing and may deter me from revisiting a cafe.

**How do you discover new cafes to visit? Do you rely on recommendations, online reviews, or other sources?**

To discover new cafes, I rely on a combination of different sources. I often turn to platforms like Wongnai, where I can find recommendations and read reviews from other customers. Social media platforms like Instagram and Facebook are also great for discovering new cafes, as I can see pictures and get a sense of the ambiance and menu offerings. Recommendations from friends and acquaintances who share similar tastes in cafes are also valuable to me

**Would you be interested in participating in loyalty programs or receiving special offers from a cafe?**

Yes, I would definitely be interested in participating in loyalty programs or receiving special offers from a cafe. If there's a cafe that I visit frequently, I would appreciate having the opportunity to earn rewards or discounts through a loyalty program. It adds an extra incentive to continue visiting and supporting the cafe.

**At what price do you feel it is acceptable for food and beverages at the cafe?**

When it comes to pricing, I feel that a range of 30 to 400 THB for food and beverages is acceptable. However, the price also depends on the types of coffee being offered. I'm willing to pay a bit more for specialty or premium coffees that are crafted with care and expertise.

**Are there any specific concerns or pain points you've experienced when visiting cafes in the past?**

Yes, there have been a few concerns and pain points I've experienced when visiting cafes. One common issue is service-related, such as being kept waiting for a long time to be served or having staff who lack knowledge about the menu or coffee. Another concern is the availability of parking space, especially in busy areas. Additionally, cafes that are overly packed and don't provide a comfortable environment can also be a downside for me.

**If we are going to open the new cafe at Amphor Pakchong, what will be the first thing you are concerned about before coming to visit?**

If you're opening a new cafe at Amphor Pakchong, the first thing I would be concerned about is the distance from my place. If it's quite far, the cafe would need to have its own unique charm or offering that would make it worth the travel. Uniqueness and a relaxing atmosphere would definitely catch my attention and make me consider visiting the cafe